

ADMINISTRATIVE REGULATION 7121

SOUTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT

HUMAN RESOURCES

RECRUITMENT: MANAGEMENT TEAM MEMBERS

I. GENERAL PROVISIONS

- A. District Human Resources shall ensure that every aspect of the hiring process is implemented appropriately.
- B. Scope: This regulation applies to the recruitment and hiring process for District and college managers in compliance with Equal Employment Opportunity standards and in alignment with the District's commitment to diversity, equity, and inclusion (DEI). As referenced herein, the Chancellor shall have primary responsibility for hiring District managers and the college presidents; and each college president shall have primary responsibility for hiring management team members for their respective colleges.
- C. Definitions:
 - 1. AS: Academic Senate of each college.
 - 2. Board: The Board of Trustees of the South Orange County Community College District.
 - 3. Chair: Chair of the Hiring Committee.
 - 4. Chancellor: The Chancellor of the South Orange County Community College District or designee.
 - 5. College President: The president or designee at the college (either Irvine Valley College or Saddleback College) where the college administrator or manager is assigned.
 - 6. Committee: The Hiring Committee, also known as the Search Committee.
 - 7. CSEA: California School Employees Association
 - 8. District: The South Orange County Community College District.
 - 9. EEO: Equal Employment Opportunity.
 - 10. FA: Faculty Association
 - 11. HR Specialist: Human Resources Specialist assigned to coordinate the recruitment and may fill in as the Equal Employment Opportunity (EEO) Representative assigned to the hiring committee..
 - 12. HR: District Human Resources.
 - 13. SOCCCD: The South Orange County Community College District.

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14. Vice Chancellor: Vice Chancellor, Human Resources or designee.

- D. Confidentiality and Conflict of Interest Statements: The South Orange County Community College *District Confidentiality and Conflict of Interest* statements apply to this process.
- E. Compliance: This regulation is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws and regulations, including, but not limited to, the Board of Governor’s equal employment opportunity regulations. Any provision of this regulation that directly conflicts with any applicable state or federal law or regulation may be disregarded and a procedure that complies with the superseding authority shall be developed by the Chancellor and substituted until such time, as the Board may adopts a formal amendment to this regulation.
- F. Oversight: Normally, the Chancellor will provide oversight of the hiring process for District managers and the college presidents. Similarly, the college president normally will provide oversight of the hiring process for respective college managers. However, in any hiring process, the Chancellor or college president may appoint an alternate designee, as appropriate, to ensure avoidance of any conflict of interest. The Chancellor or college president, with the assistance of HR, oversees the implementation of the hiring process and the activities of the hiring committee as it exercises its duties, specifically to ensure that actions of hiring committees are consistent with both the written stipulations and the intentions of this regulation.

It is the responsibility of the Chancellor or college president to ensure the integrity of the hiring process established by this regulation. If, in the judgment of the Chancellor or college president, the integrity of the process described herein has been substantially violated or abused, the Chancellor or college president may order that the process be suspended, pending determination of an appropriate action in consultation with HR.

- G. Interpretation: Technical questions and minor problems will ordinarily be resolved by the HR Specialist in consultation with the Vice Chancellor. In the event that a question of procedural interpretation of this regulation arises and cannot be resolved by the HR Specialist, the question shall be submitted in writing to the Vice Chancellor via the HR Specialist.

If in the judgment of the HR Specialist, the Committee Chair, the Vice Chancellor, the Chancellor, or the college president a problem of interpretation occurs which threatens the viability or integrity of a Committee’s duties as described herein, all parties shall be immediately notified, and the hiring process shall be suspended pending resolution of the problem. The Chancellor or college president, in consultation with HR, shall attempt to resolve any problem or difference of interpretation of this regulation.

- H. Exceptions: The Chancellor or college president, in consultation with HR, may reduce or extend the approved timelines for any step established in this regulation.

II. RECRUITMENT

- A. When the need for hiring a new management team member is determined and recommended, upon approval by the Chancellor, a Request to Announce Form is completed and submitted to HR.

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- B. Job Announcement Content: The job announcement will determine the screening criteria for review of applicant files. Care must be taken to ensure accurate and job-related criteria. Where applicable, it shall contain:
 - 1. Opening and closing dates;
 - 2. Designation of special funding/categorical;
 - 3. Summary of duties and responsibilities;
 - 4. Minimum qualifications;
 - 5. Desirable qualifications;
 - 6. Application requirements and procedures;
 - 7. Special testing, if applicable;
 - 8. Submission of materials, if required; and
 - 9. EEO Statement/Clery Statement.
- C. All openings will be advertised through HR.
- D. As a position is opened, it will be announced by HR with sufficient time to advertise the position. This should normally be a minimum of 20 calendar days, unless otherwise requested by the Chancellor or college president.
- E. Announcement literature will be distributed to appropriate professional sources where applicable.

III. APPLICATION PROCESS

- A. Submission: Applications, resumes, and other required materials are accepted only by HR via the District’s online employment site.
- B. Application Period: Applications may be accepted for a certain date or “open until filled.” In the case where a position is “open until filled,” screening may not begin until at least 20 calendar days after advertising has appeared in some public forum.
- C. Search Extension: The recruitment period will be extended when the applicant pool has fewer than three minimally qualified applications, unless HR, the Chancellor, or the college president agrees to forward with the pool.

IV. SEARCH COMMITTEE

The Chancellor or college president will appoint the Search Committee according to the following criteria:

- A. Committee Composition: The Search Committee shall consist of no more than eleven (11) and no fewer than five (5) voting members. A majority of the appointees to the Search Committee will be management team members.
 - 1. For District management team members and the college presidents, the Chancellor will select up to seven management team members and appoint the Search Committee

Chair. For college management team members, the respective college president will select up to seven management team members and appoint the Search Committee Chair.

2. The Faculty Association will select up to one faculty member.
3. For college managers, the Academic Senate of the college where the management team member will work shall select up to one faculty member. For District management team members, the Irvine Valley and Saddleback Academic Senates will jointly select up to one faculty member.
4. The California School Employees Association Chapter 586 (“CSEA”) will select up to one classified employee.
5. For college management team members, the Classified Senate of the college where the management team member will work will select up to one classified employee. For District management team members, the Irvine Valley and Saddleback Classified Senates will jointly select up to one classified employee for the committee.

B. Additional Appointments to Search Committees:

1. Deans, Executive Directors, and Vice Chancellors:

Search committees for management positions where the manager has the primary responsibility of direct oversight of faculty, the hiring committee may include up to two (2) additional faculty members assigned by the Academic Senate.

For the District vice chancellor and executive director positions, the hiring committee may include up to two (2) additional faculty members assigned by the Faculty Association.

2. College presidents:

Search committees for college president positions will include one (1) additional faculty member assigned by the Academic Senate, one (1) additional student selected by the ASG President and one (1) community member selected by the Chancellor.

C. Equal Employment Opportunity (EEO Representative):

The EEO Representative shall be appointed by the Vice Chancellor, and may be replaced as necessary by another qualified staff member. Only a trained staff member may serve as an EEO representative. As a representative of the District’s staff diversity efforts, this member shall monitor the screening process for adherence to equal employment opportunity/diversity laws, regulations, and policies on behalf of HR. If questions or concerns arise, the EEO representative shall inform the Vice Chancellor. The EEO representative is a non-voting member.

D. Terminating a Recruitment: A recruitment will be terminated by the Chair when the Committee decides not to forward candidates to a second level interview. A recruitment process may also be terminated at any time by the Chancellor or college president.

1. The Chair shall notify the HR Specialist when the recruitment is to be terminated.

2. The Chair will finalize and complete all forms, obtain the appropriate signatures, and forward the completed and signed forms to the HR Specialist.
3. The HR Specialist will close the job requisition in the electronic system.

E. Search Committee Orientation:

1. Orientation: The HR Specialist will conduct an orientation meeting to explain roles, duties, expectations, timelines, and the rating process to the search committee members. At this time, the search committee shall agree on the schedule. All members shall also sign a *District Confidentiality and Conflict of Interest* statement.
2. Duration: At the Orientation, the search committee shall determine the length of the interview.
3. Criteria: The Committee shall establish, in writing, the criteria to be used in screening the applications and selecting the applicants to be interviewed. The screening criteria shall be job related and based on the position description and the District hiring policy.
4. Interview Questions: All questions and other requirements (such as presentations, etc.) must be kept confidential throughout the process and after the completion of the process. The Committee will develop and forward to HR for approval a list of interview questions to be asked of each candidate, as well as any exercise, presentation, or other requirement. The Committee will assign the value to be given to all interview components; questions, writing exercises, and presentations, if required. The list of questions and weights of all interview components are determined by the committee and will be provided to HR at least five (5) business days prior to the first scheduled interview.

All questions and other requirements shall be job-related and composed with the intent of evaluating the candidate’s knowledge and abilities in relation to the minimum and desirable qualifications as published in the formal job announcement. HR may provide sample questions at the request of the Chair for the consideration of the Committee.

The list of questions and other requirements as described above must be approved by a majority vote of the search committee. The Vice Chancellor, or designee reviews all search committee approved questions and other requirements, if applicable, to ensure compliance with District policies and regulations and state and federal laws and regulations, and must approve all interview questions and other requirements prior to the interview. The Vice Chancellor, or designee, may make editorial changes; however, if a particular question is deemed by the Vice Chancellor, or designee, to be in need of substantive changes, these changes will be made in consultation with the Chair or designated discipline expert. The Chair will be provided with the HR approved list of questions and other requirements, if applicable, one (1) business day before the interview.

5. Participation: Search committee members are expected to be available as necessary for all committee functions, to fully participate in all required meetings and related committee responsibilities, and to complete screening functions in a timely manner. Any member who fails to complete screening in a timely manner, or who misses search

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committee meetings, may be subject to removal by the Chancellor or college president after consultation with the Chair and HR. The scores or ratings of a search committee member who withdraws prematurely or is removed shall not be counted in the uncompleted phases or sections of the process.

- 6. Minimum Membership: In the event that the search committee membership falls below the required minimum number of members, the Chancellor or college president after discussion with HR, shall determine whether to restart the hiring process, appoint a replacement committee member, or continue the hiring process with fewer than the minimum number of search committee members.

V. SCREENING PROCESS

- A. Determination of Application Completeness: Human Resources will screen all applicants for minimum qualifications as specified in the official announcement for that position before submission to the search committee, thereby determining applicants who will be paper screened and eligible for interviewing. The search committee chair has the option to be involved in the minimum qualification screening process.
- B. Review of Application: The review of application and resumes is completed online at the District’s employment site on an individual basis by each search committee member with the exception of the EEO Representative.
- C. Evaluation of Application Materials (Screening): The search committee may not begin to review applications until the appropriate application period has elapsed. At the orientation meeting, the committee, in consultation with the HR Specialist shall specify the date application materials will be available for review. During the screening process, search committee members may not download the files or save their contents, copy or alter any material contained in the files, or append comments or marks. Notes on the candidate shall be kept in the search committee member’s evaluation file, which will be maintained by HR.
- D. Scoring: Each application shall receive an independent evaluation according to job-related criteria by each member of the search committee. Search committee members shall rate each applicant on the appropriate forms provided by HR.
- E. Recommendation of Candidates for Interview: Using a final ranked list, without names, of candidates by score, the HR Specialist and the Chair will meet to determine the lowest score to qualify for an interview. This meeting shall be announced to all members of the search committee, and any member may attend. On the basis of the lowest qualifying score, HR shall assemble a list of candidates to be interviewed.
 - 1. Interview Scheduling: Human Resources shall schedule selected candidates for a first level interview, according to the schedule adopted by the search committee, giving candidates at least a 10 business day notice of the interview. Exceptions to the 10 day notice may be granted by the Vice Chancellor, in the event that candidates do not live out of state.
- F. Travel Reimbursement: Candidates may be reimbursed according to District policies and regulations, if applicable.

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VI. INTERVIEW PROCESS

- A. Materials: At the beginning of each interview meeting, the applicant's files shall be made available to the search committee, along with the appropriate HR forms. Each member of the search committee will receive a schedule of interviews, and the interview questions.
- B. Site: The Chair will inform the HR Specialist of any special interview needs. After consultation with the Chair, the HR Specialist will make the arrangements for the interview location.
- C. Set Time: Each applicant shall be afforded the opportunity to have an interview of approximately equal length.
- D. Review of Interview Questions: The search committee shall determine whether candidates will have the opportunity to review the interview questions and the time allotted for the question review in advance of their interview. Answers to core questions should reveal attitudes towards the job, appropriateness of education and experience, competency in the field, extent of responsibility, and philosophical orientation with respect to the functions involved in the position.
- E. Writing Sample: If requested by the search committee, the candidate may be asked to provide a writing sample in response to a question provided to the candidate before the interview.
- F. Questions: Each candidate will be asked the same interview questions in the same order. During the interview, follow-up questions may be asked to clarify or further investigate a response given by a candidate. If, in the judgment of the EEO Representative, a follow-up question violates standard of non-discrimination, the EEO Representative will direct the candidate to disregard the question. Follow-up questions should be asked in a manner that maintains consistent standards of candidate evaluation throughout the interview process. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, or policy, must be referred to HR.
- G. Group Discussion: Search committee members shall be given an opportunity to discuss each applicant after each interview or wait until the end to discuss all the applicants together. Comprehensive discussion shall not take place until all interviews are completed. No discussion of any candidate may take place unless the EEO Representative and all committee members are present. Committee members are encouraged to discuss candidates' fulfillment of job-related criteria in a candid and thorough manner, but shall not discuss specific numeric scores to be given to any candidate. The EEO Representative shall be responsible for ensuring that discussion is limited to job-related criteria.
- H. Score: Each search committee member is responsible for exercising their independent judgment in rating each candidate. The use of a progressive scoring model is permissible, if agreed to, by the search committee and the scoring model has been reviewed and approved by the Vice Chancellor. Following the search committee's discussion of the candidates, each committee member shall independently rate each candidate using the appropriate form provided by HR. At the conclusion of the interviews and any subsequent discussion, each search committee member shall enter a final interview score for each candidate, and then calculate the final total score from the appropriately weighted interview

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components' scores. Human Resources will verify and compile final scores for all candidates.

- I. Selection of Finalists: After the conclusion of interviews and discussion of candidates, the search committee shall assemble a ranked list of candidates and their final scores. Using this list, the committee will determine which candidates to recommend for a second level interview.

The search committee shall forward at least three (3) finalists for second level interview. However, if the search committee is unable to recommend at least three (3) finalists for a second level interview, the Chancellor, for District management team members and college presidents, or the college president, for college management team members, in consultation with the search committee Chair and Vice Chancellor, may decide to proceed with fewer than three (3) finalists, reopen recruitment, or terminate the process.

VII. REFERENCE CHECKS

- A. Timing: Official reference checks, in accordance with HR Guidelines, will be performed prior to or simultaneously with the submission of the recommended candidates to the Chancellor or college president for second level interviews.

- B. Required Professional References: Each applicant will be asked to provide at least three references, preferably from the following categories:

- 1. Current supervisor(s);
- 2. Previous supervisor (from the past five years);
- 3. Colleagues/co-worker who can address professional competency and appropriate practical skills; and/or
- 4. Other professional references.

If the individual provided as a reference is unavailable, or if the candidate fails to provide sufficient references, HR, in consultation with the search committee Chair, may request additional reference from the candidate.

- C. Reference Contacts: The Vice Chancellor or designee will conduct the reference checks and record the information on the appropriate HR form. The HR Specialist will verify all information provided on the application.

Each reference for each finalist shall be asked the same questions about that finalist and shall be asked whether they can recommend the finalist without reservation, and, if not, to specify these reservations. The reference checker(s) shall ask no question that is impermissible under applicable laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position. The reference checker(s) shall not provide any derogatory or confidential information about the finalists, and shall not provide any assessment of the quality of the finalist's qualifications.

VIII. SECOND LEVEL INTERVIEW

- A. Finalists: For District management team members and college presidents, the Chancellor or designee shall be provided an unranked list of finalists by the search committee Chair. For college management team members, the respective college president shall be provided an unranked list of finalists by the search committee Chair.
- B. Second Level Interview: For District management team members and college presidents, the Chancellor or designee will interview the finalists for the position. For college management team members, the college president will interview finalists for the position. The Chancellor or college president shall invite other administrators, managers, or other individuals to participate in the interview process. However, ultimately the final selection for District management team members and college presidents shall be the Chancellor's decision. Similarly, the final selection for college management team members shall be the college president's decision.
- C. Second Level Interview Schedule: Finalists shall be given at least a five-day notice of the interview. However, if offered to them, candidates may consent to an expedited interview schedule without the five-day notice to minimize travel or other inconvenience. This expedited schedule may be granted as a courtesy to candidates and does not signify that the candidate will be recommended as a finalist.
- D. Content: The Chancellor, college president and other interviewers may ask any job-related questions, may ask follow-up questions, and may provide clarification of ambiguous or unclear questions. The Vice Chancellor must review any questions, exercises, or other requirements prior to the interview to ensure compliance with District policies and regulations, state and federal laws, and regulations.
- E. Substantially Similar Interviews: Although variations are permitted throughout the interview process, the Chancellor or college president shall give each candidate a substantially similar interview of approximately the same duration, involving the same segments and exercises.
- F. Additional Interviews: After completing this initial round of second level interviews, the Chancellor or college president has the authority to conduct a third level interview with any or all of the second level candidates; or may choose to interview additional candidates from the first level interview pool in the order of the next highest search committee rankings.
- G. Consultation: The Chancellor or college president will consult with the Chair of the search committee before and/or after the second level interviews.
- H. Second Level Reference Checks: Following candidate interviews, the Chancellor, college president, Vice Chancellor of Technology and Learning Services, Vice Chancellor of Business Services, or the Vice Chancellor of Human Resources may make further job-related reference checks. Additionally, the Chancellor or college president may conduct site visits.
- I. Recommendation for Appointment: After the successful candidate has been selected and informed by the Chancellor (for District positions) or college president (for college

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positions), HR will extend the offer of employment and present selection to the Board of Trustees for final ratification.

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Government Code Section 3540.1(g) and (m)

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