



AP 7120B Hiring Procedures – Educational Administrators

Reference:

Education Code Sections 87100 et seq.; 87400; 88003; Accreditation Standard III.A

1. Overview

- a. It is the intent of the Board of Trustees and the Santa Clarita Community College District (District) that policies and procedures ensure the hiring of Educational Administrators who are experts in their fields, skilled in management, serve the needs of a diverse employee and student population, are willing to foster overall college effectiveness, and are representative of the diversity of the District.
- b. Administrators participate in all appropriate phases of the hiring process. All hiring processes shall be characterized by strict confidentiality.
- c. These hiring procedures are subject to review and revision at the request of the Administration or the Board of Trustees. Any revised procedures shall be approved before use.

2. Importance of Diversity in the Hiring Process

- a. The Santa Clarita Community College District is committed to employing qualified employees who are dedicated to student learning and success. The Board recognizes that diversity in the workplace fosters awareness, promotes mutual understanding and respect, and provides role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide consideration for all qualified candidates. The District does not discriminate in providing educational or employment opportunities to any person on the basis of race, color, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical or mental disability, medical condition (including cancer and genetic characteristics), genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran and/or military status, protected medical leaves (requesting or approved for leave under the Family and Medical Leave Act or the California Family Rights Act), domestic violence victim status, political affiliation, and any other status protected by state or federal law or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

3. Determination of Vacancy

- a. The Chief Executive Officer (CEO) determines that a vacancy exists or that a new administrative position is needed based on input from the appropriate area of the District. The CEO then seeks Board of Trustees approval for opening the position pending available funding. The administrative supervisor of the position, in coordination with their Executive Cabinet member if applicable and with the assistance of assigned Human Resources staff develops, reviews, or updates a job description for the position.

4. Job Announcements

- a. Job announcements are developed by assigned Human Resources staff with the participation of the appropriate administrative supervisor and may include consultation with the Academic Senate President, and can include boilerplate language. Job announcements shall clearly ~~state~~ job duties, knowledge, skills, abilities, and minimum qualifications necessary for job performance. For administrative positions, job requirements shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the District's students, faculty and staff. (§53022 Title 5, rev. 3/23/92).
- b. In keeping with Section 4 of AB 1725 and subsequent legislative action regarding minimum qualifications of Educational Administrators and the hiring process, the District defines minimum qualifications in accordance with the State Minimum Qualifications Guidelines as well as on a position-by-position basis to ensure that it selects individuals who are aware of the principles of shared governance and who are competent to perform the kind of administrative responsibilities that administrators are normally required to assume, in addition to those responsibilities unique to the position being filled.
- c. Position Specific Information:
 - i. Overall position description;
 - ii. General duties and qualifications expected of all District administrators;
 - iii. A detailed summary of the specific job duties;
 - iv. The appropriate minimum qualifications, including applicable degree and experience information;
 - v. Desirable Qualifications (can be used as screening criteria):
 1. specific experience,
 2. education,
 3. knowledge,
 4. skills,
 5. abilities,
 6. willingness/openness to professional development, and
 7. demonstrated experience working with the diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of community college employees and students.
- d. General Information:
 - i. An equal opportunity policy statement and accommodations information;
 - ii. Instructions for completing the application;
 - iii. Information about the College;
 - iv. An indication that new employees will be required to show proof of legal ability to work in the United States;
 - v. A brief overview of compensation and benefits;
 - vi. Any other items mandated by the Education Code, Title 5, or other legal requirements;
 - vii. Conditions of Employment - Covers salary schedule placement, starting dates, work hours, physical demands, and other specific conditions that make this position unique that should be brought to the attention of the prospective candidates;
 - viii. Materials required to apply, including any supplemental questions related to

the duties of the position and a Philosophy of Diversity Statement.

1. The purpose of the Philosophy of Diversity statement is to demonstrate that the applicant is committed and capable to contribute to the district's commitment to inclusion and equity via their work, including scholarship, teaching, service, mentoring, and counseling. The statement is an opportunity for applicants to highlight their understanding of the barriers faced by under-represented or marginalized groups, as well as their own experiences meeting the needs of a diverse population of students, staff, and peers.
- ix. District diversity statement that says the Santa Clarita Community College District is an Equal Opportunity Employer that seeks to employ a diverse workforce who will contribute to an inclusive and welcoming educational and employment environment.
- x. Expectations related to application/interview process – such as presentation or demonstration is expected, may include writing sample, etc.; and
- xi. Proposed interview timeline.
- e. Final wording on each specific announcement will be determined by mutual agreement with the Screening Committee Chair and CEO, or designee.

5. Application Instruments

- a. Application instruments for Educational Administrator positions include, but are not limited to:
 - i. District application form;
 - ii. Confidential recruitment source form (optional);
 - iii. Cover letter addressing how the applicant meets the minimum and desirable qualifications of the position;
 - iv. Resume or Curriculum vitae;
 - v. List of Professional references, including former supervisors and colleagues;
 - vi. Unofficial copies of college transcripts. Official copies will be required at the time of employment;
 - vii. Supplemental Questions; and
 - viii. Philosophy of Diversity Statement

6. Recruitment Expectations and Methods

- a. In an effort to expand applicant pools, the administrative supervisor will assume an active role in the recruiting process. In order to obtain a large and balanced pool of applicants, the advertising period should be of sufficient length to allow for wide distribution and response. If the pool does not have a sufficient number of qualified and diverse applicants, the administrative supervisor shall consult with their supervisor, the Chief Human Resources Officer (CHRO), and CEO to determine whether the closing date should be extended.
- b. In addition to using traditional means of recruitment, including the CCC Registry, The Chronicle of Higher Education, diversity publications and websites (i.e. Journal of Blacks in Higher Education, Hispanic Association of Colleges and Universities), professional associations, listservs, social media, and all organizations listed the District's EEO plan, the District will continue to expand recruiting tools (i.e., professional networks, COC, University, and conference job fairs) to reach the broadest range of qualified candidates

as possible. The screening committee will be encouraged to provide options for additional recruitment efforts. All recruitment efforts must be coordinated and approved by the CHRO or designee.

- c. Once a position has been advertised, screening committee members may not seek out or encourage any candidates to apply for that position. If a candidate contacts them, they can provide general information (e.g., general, public facts about the college or the department), but must refer the candidate to the CHRO or designee for any additional or position-specific information.

7. Screening Committee Composition and Orientation

- a. It is the philosophy of the District that the screening committee have a majority of the committee members be in the same classification of the position being filled.
- b. The administrative supervisor will work with the CHRO or designee in reviewing the composition of the screening committee to ensure diversity, as stated in the District's EEO Plan (AP 3420), as much as is practicable. Screening Committee composition should include related experience as well as diversity.
- c. The screening committee usually consists of:
 - i. 3 to 5 Administrators
 - ii. 1 to 2 Classified employees
 - iii. 1 to 2 Faculty Members (appointment by Academic Senate)
 - iv. A Screening Committee Representative (SCR will monitor the process for compliance with EEO regulations, serve as timekeeper for this process and be a non-voting member of the screening committee.)
 - v. A Student Representative if available
- d. The Chief Human Resources Officer (CHRO) will address any challenges to a screening committee member's ability to function in an impartial manner prior to appointment to the screening committee.
- e. Screening committee members are expected to serve for the entire screening process, and may be removed if they are unable to complete any part of the screening process.
- f. The CHRO or designee will appoint a Screening Committee Representative (SCR).
- g. Changes to the screening committee structure, including the invitation of outside experts, are permitted with the mutual agreement of the screening committee chair, their administrative supervisor, and the CHRO.
- h. When specific expertise is required, former employees or external experts, including a faculty member from another college or university, an industry representative or community member may be appointed. External experts who participate will be voting members. Faculty members will be confirmed by the Academic Senate and external experts will be confirmed by Human Resources.
- i. Financial compensation for external experts is not available. Any exception to this is at the sole discretion of the CHRO.
- j. The outgoing staff member in the open position is not part of the selection process unless that person maintains a supervisory relationship to the open position.
- k. The immediate administrative supervisor of the position may be involved in all

phases of the selection process or limit her/his participation to part of the process at the final stages of interviewing.

- I. The CHRO may serve as a voting or non-voting member of any administrative selection committee. The CHRO or assigned Human Resources staff will monitor committee activity and advise the committee on procedures. The appropriate supervising administrator conducts the final interviews.
8. Equal Employment Opportunity (EEO) Training and Orientation for Screening Committees
- a. Per the District's EEO Plan (AP 3420), any individual who is acting on behalf of the District with regard to recruitment and screening of employees, whether or not an employee of the District, is subject to the equal employment opportunity requirements of Title 5 and the District's Equal Employment Opportunity Plan. Such an individual shall receive appropriate training prior to their participation on a screening committee on the following topics:
 - i. The requirements of the Title 5 regulations on equal employment opportunity (section 53000 et seq.),
 - ii. The requirements of federal and state nondiscrimination laws,
 - iii. The requirements of the District's Equal Employment Opportunity Plan,
 - iv. The District's policies on nondiscrimination, recruitment, and hiring,
 - v. The educational benefits of workforce diversity,
 - vi. The elimination of bias in hiring decisions; and
 - vii. Best practices in serving on a screening committee.
 - b. Persons serving in the above capacities will receive EEO training within the 12 months prior to service. Individuals who have not received this training will not be allowed to serve on screening committees. The CHRO who services as the District's Equal Employment Opportunity Officer (EEO) Officer ensures that the required training is provided.
 - c. All screening committee members must attend the orientation meeting to:
 - i. Review the responsibilities of committee members.
 - ii. Sign the mandatory confidentiality agreement. Violations of confidentiality of the hiring process, may lead to removal from the committee by the EEO Officer.
 - iii. Determine if they will accept additional materials brought to the interview, i.e., resumes, portfolios, handouts, etc.
 - iv. Determine screening criteria and weighting of criteria from the job announcement.
 - v. Provide input into interview questions,
 - vi. Determine the duration, subject matter, format, and weight of the relevant demonstration.
 - vii. Discuss the importance of rating with internal consistency and following policies.
 - viii. Discuss the importance of removing bias from the hiring process and increasing diversity.
 - ix. Discuss what makes a strong candidate:
 1. Areas of emphasis from the job description
 2. Norming of interview question response expectations and essential

elements of the relevant demonstration by content experts,

3. Determine Diversity question(s) and high-quality response(s), and
 4. Coordinate interview schedules.
- d. If a committee member misses the orientation for circumstances out of their control or a committee member needs to be replaced after the orientation meeting has been held, every effort will be made to provide an individual orientation for that committee member.
 - e. The District's Equal Employment Officer (CHRO) serves as a resource regarding district and state guidelines while monitoring the district's equal employment opportunity procedures, including review of job announcements, composition and procedures of screening committees, and adequacy of the applicant pool.

9. Evaluating the Applicant Pool

- a. After the application deadline has passed, the Human Resources Office reviews completed and timely applications to assess which candidates clearly satisfy the minimum qualifications set forth in the job announcement.
- b. If there is a question on the breadth and depth of the applicant pool, the Screening Committee Chair, their supervisor and the CHRO will determine if the process should continue.
- c. If it is determined that the pool lacks breadth and depth, the District may:
 - i. Extend the deadline and pursue focused recruitment to increase the number of qualified applicants; or
 - ii. Postpone the filling of the position and the CHRO will contact the Committee Chair.

10. Screening of Qualified Applications

- a. The CHRO will develop a standard screening process.
- b. With mutual agreement between the screening committee chair and the CHRO, a modified screening process may be used for specific positions. However, any such modifications must be agreed to prior to the job announcement being finalized.
- c. Screening criteria comes directly from the job announcement, as referenced above, and the weight of such criteria is determined by the screening committee during the orientation.
- d. After the application deadline occurs and applications have been deemed to meet minimum qualifications, members of the screening committee then review all qualified applications and select applicants for an interview who best meet the screening criteria. The screening committee shall evaluate the applicant's materials using a rating system to evaluate information submitted according to the agreed-upon criteria. This shall include evaluating the candidates' Philosophy of Diversity Statement.
- e. If a screening committee member identifies false information in the application packet, or later during an interview, they are to alert the Selection Committee Representative and CHRO.
- f. Screening committee members will not discount the potential of a candidate and only look for past experience doing the same job.
- g. The screening committee will meet to deliberate on scores and determine which

candidates to invite for an interview.

- h. The screening committee is encouraged to be inclusive and interview a large number of candidates at the first level.
- i. The Human Resources Office will call those applicants selected for an interview and will notify the candidates not forwarded for interview.
- j. If the search yielded an applicant pool of less than ten (10) applicants, with mutual agreement of the search committee chair, committee members, and the CHRO, the screening process can be eliminated and all applicants meeting the minimum qualifications of the position will be invited to interview. If there is no mutual agreement, the search can either be extended or closed.

11. Interview and Evaluation of Candidates

- a. The CHRO will develop a standard interview process.
- b. With mutual agreement between the search committee chair and the CHRO, a modified interview process may be used for specific positions. However, any such modifications must be agreed to prior to the closing of that specific position.
- c. The screening committee shall create a welcoming environment for all candidates and treat all candidates uniformly, giving each equal time to answer the interview questions.
- d. A full set of applications for those candidates being interviewed will be provided to the screening committee chair.
- e. The SCR shall provide consistent instructions to the applicant encouraging them to read the entire question carefully and to give clear and complete answers.
- f. The screening committee shall evaluate candidates interviewed using a rating system to evaluate responses according to the agreed-upon criteria. This shall include evaluating a question about diversity.
- g. Follow-up questions, by any committee member, are encouraged when the candidate provides a vague answer that makes scoring difficult. Reminders should be given by the SCR to candidates who omit part of a multi-part question.
- h. In most cases, positions will require the candidate to provide the screening committee with some form of presentation. The presentation should be evaluated to ensure it is weighted appropriately in relation to the other interview questions as agreed upon during the orientation.
- i. All screening committee members must be present for all interviews in order to participate in the evaluation of the candidates.

12. Screening Committee Deliberations

- a. The HR staff assigned to the recruitment will compile the scores for the committee to review as part of the deliberations meeting.
- b. The screening committee chair shall facilitate the committee deliberation discussion regarding compiled scores, strengths and weaknesses of the candidates in relation to discipline competency and departmental needs. Committee members may adjust their scores in light of insights gained through discussion and will make their best effort to maintain internal consistency in scoring. No committee member should be pressured to change their score to advantage or disadvantage candidate(s). The screening committee will determine natural breaks and cutoff

- points in the scoring of candidates. The screening committee's recommendation of final interview candidates is based on this deliberation.
- c. The Screening Committee will advance top candidates, usually three to five, for final interviews.
 - d. In most cases, if the screening committee can only recommend one candidate, the pool lacks breadth and depth and the process should be terminated. In very unusual cases (and only with approval of the CHRO) the screening committee may recommend a single candidate to the CEO. However, the CEO reserves the right to reject the single candidate.
 - e. If the screening committee determines they do not wish to forward any candidates to final interviews, the process will be deemed a failed search and the position will either be re-advertised or postponed.
 - f. Those candidates not selected will be contacted timely by Human Resources.

13. Final Interview Process

- a. The final interview committee is usually composed of the CEO or their designee, the selection committee chair, their supervisor, and is confirmed by the CEO.
- b. The CEO or their designee will work with Human Resources to create the final interview questions.
- c. To ensure consistency in the process, all efforts should be exhausted to have the final interview committee membership remain the same for all final interviews.
- d. If a finalist cannot attend the interview due to illness, every effort will be made to reschedule the interview if it does not disrupt the hiring process.
- e. Each candidate will be given clear instructions about expectations for the final interview.
- f. Once final interviews conclude, the CEO or their designee will lead the deliberation discussion with the final interview committee. Top finalists will have references called as noted below.
- g. Once final interviews conclude, if the CEO is not satisfied with any of the finalists recommended by the screening committee, the CEO may request the screening committee to reassemble and review those candidates who were and were not interviewed at the final level previously.
 - i. After further review, the screening committee may decide to forward additional candidates for final interviews. If the screening committee finds that there are no additional candidates to send forward for a final interview, the hiring process ends.
 - ii. The position may be re-advertised or the hiring process may be postponed.
- h. With the recommendation of the CHRO and approval of the CEO, and if the job announcement included appropriate pool language, additional candidates may be hired from the same applicant pool for the same exact position (title and range) for up to one year.

14. Reference Checking Process

- a. The CHRO or designee will provide the administrative supervisor or search committee chair the supervisory and professional references to be contacted for final candidates. Reference questions will be provided by Human Resources. Results of these references will be recorded in writing and submitted to Human Resources.
- b. Human Resources will conduct past employment verification reference checks. Results of these references will be recorded in writing and retained by Human

Resources.

- c. Additionally, any reference information listed on the employment application may be contacted.
- d. All above steps must be completed before an offer of employment can be made.

15. Conditional Offers of Employment and Notification to Finalists

- a. The CEO or designee will make the final hiring decision and recommendation to the Board of Trustees.
- b. After the reference checking process above is completed, the CEO or designee will confirm salary placement with Human Resources and will notify the selected candidate of their conditional offer of employment pending a criminal background check, physical exam (if applicable), and TB clearance. After the candidate has accepted the job offer, the CEO or designee will notify the CHRO or Human Resources staff.
- c. The CEO or designee will telephone unsuccessful finalists to report the decision. The Human Resources Office will contact all other candidates by letter in a timely manner.
- d. Prior to the announcement of the selected candidate, the CEO or designee shall notify the screening committee chair, if someone other than the designee, regarding the decision.
- e. The CHRO or designee is authorized to make or rescind conditional offers of employment, make formal employment offers and discuss compensation, benefits, conditions of employment, etc.

16. Process Finalization

- a. The screening committee chairperson is responsible for the completion and submission of all forms and paperwork related to the screening and interview process.
- b. The Human Resources Office will maintain file information on each hiring process and respond to all complaints regarding the process.

17. Administrative Contracts

- a. According to the California Education Code §72411.5, "Every instructional or studentservices administrator of a community college district shall be employed, and all other administrators of a community college may be employed, by the governing board of the district by a contract not to exceed four years."
 - i. New Educational Administrators will be given a one (1) year contract for their first year; subsequent contracts may be 2- or 3-year contract dependent on position and successful performance evaluation
- b. The CEO will work with the Board of Trustees to determine which administrators will receive contracts and to determine the provisions to be included in the contract.

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