Search and Selection for Administrative Personnel

Purpose
The purpose of this regulation is to ensure that the Cabrillo Community College District’s search and selection process for administrative personnel is applied in a consistent and equitable fashion. This regulation was developed to promote the selection of an excellent and diverse administrative staff, and this applies to all administrative positions with the exception of the position of Superintendent/President, and interim administrative assignments.

1. Administrative Personnel Requisitions*
   a. The approval to fill any management position involves adherence to goals outlined in the College Master Plan, including a thorough discussion of the proposed position with the Administrative Benefits Committee (ABC) representatives.

   b. Through the budgetary process or official verification of an impending vacancy, the department or component head in consultation with the supervising administrator, shall initiate the proposed position description and qualifications and the Administrative Personnel Requisition form.

   c. The Administrative Personnel Requisition form shall be reviewed and approved by the supervising administrator, the component Vice President, Administrative Services or designee, and the Superintendent/President (if applicable) and returned to the Human Resources department for final review and processing.

   *In the case of interim or temporary administrative assignments, selection process methodology shall be reviewed and approved by the Superintendent/President or designee.

2. Recruitment of Applicants
A College-wide recruitment budget shall be established. The recruitment plan and activities shall be coordinated through the Human Resources department, the supervisor, component Vice President and/or the Superintendent/President or designee.

Considered in the recruitment plan will be past successful recruitment sources. The length of the advertising period should be sufficient to allow for adequate distribution and response and to sufficiently help obtain larger and diverse applicant pools. Generally, a minimum of eight (8) weeks is required for the recruitment period. Due to extenuating circumstances, the period may be shortened to six (6) weeks, as approved by the Director of Human Resources, the component Vice President and/or the Superintendent/President. To allow greater opportunity for obtaining a diverse applicant pool, it is acceptable to have an open ended recruitment wherein applications will be accepted until the position is filled. In this case, an initial screening of applications deadline date will be established and reflected in the job announcement. The initial screening date shall be at least eight (8) weeks from when the position is announced unless a shorter
Chapter Five: Human Resources

The recruitment period is approved. If the shorter recruitment period is approved, the initial screening date shall be at least six (6) weeks from when the position is announced.

The Human Resources department shall prepare and distribute the final position announcement and shall place advertisements in appropriate media.

3. Search and Selection Committee Chair
   a. The supervising administrator (or designee) shall serve as committee chair, as approved by the component Vice President or Superintendent/President, as appropriate. Prior to proceeding, the committee chair shall read AR 5600.
   b. The committee chair is responsible for keeping the search and selection process proceeding in a timely manner.
   c. The committee chair shall receive appropriate training in search and selection procedures and staff diversity values and goals of the College, to help ensure success in achieving a diverse pool. The committee chair shall recruit participants as outlined below. Committee members are expected to be knowledgeable about and committed to achieving staff diversity.

4. Search and Selection Committee Membership
   a. Committee Requirements
      1. At least one employee who is from an historically underrepresented group as defined in Title 5, Section 53001(h), shall serve as a voting member of the committee.
      2. A good faith effort will be made to ensure that both genders are represented on the committee.
      3. The Director of Human Resources or designee shall serve as a consultant to the committee on District and State guidelines and is responsible for monitoring the District’s search and selection procedures. This responsibility includes, but is not limited to, serving as a resource, a review of the job descriptions and announcements, composition and procedures of selection committees, and the adequacy of the applicant pool.
      4. No retiree or resignee from the College shall serve on the selection committee.
      5. Committee members have an ethical obligation to remove themselves from the committee when bias or the appearance of bias is present. In order to prevent bias or the appearance of bias, no individual with a close personal relationship with any applicant or committee members (including, but not limited to, spouse, ex-spouse, relative, domestic partner, ex-domestic partner) shall serve on the selection committee. Guidelines for evaluating bias shall be reviewed at the first committee meeting.
   b. Members of the Committee
      The committee will be composed of members as recommended and approved by the supervising administrator and the component Vice President or Superintendent/President, as appropriate. Considerations shall include committee member expertise and the relationship of the member and assignment with the vacant position and respective department/unit.
Committee Membership shall include:
  • Administrators
  • Faculty Representative(s)
  • Classified/Confidential Staff
  • Student (as appropriate). The student member shall not have been an employee or be a student of any of the interviewees
  • Community Representation (optional)

Vice President Committee Membership:
In addition to the above, the membership of the committee will be expanded in order to provide representation by appropriate campus components, as determined by the Superintendent/President. Committee membership may include student and community representatives.

5. Committee Orientation
The committee chair shall schedule an orientation meeting of all committee members. The purpose of the meeting is to review position qualifications, to establish screening criteria, times and locations for paper screening and interviews, and to discuss issues of confidentiality, unbiased participation, and staff diversity. The committee chair shall instruct all participants in search and selection responsibilities, procedures and methods to promote staff diversity. Committee members shall sign a statement affirming confidentiality and unbiased participation.

6. Evaluation of Applicant Pool
The search may be reopened or the recruitment period extended by the Director of Human Resources, and the component Vice President or the Superintendent/President, as appropriate, if it is determined that there is an insufficient or inadequate applicant pool and that additional recruitment efforts could significantly improve the applicant pool. In such event, all existing applicants will be notified.

7. Review and Selection of Applicants for Interview
   a. Committee members shall use the College application screening evaluation form to rate applications.

   b. After committee members have completed their individual rating of all applications, the committee will meet to determine the applicants to be invited for an interview. At this meeting, based on preliminary assessment, each voting committee member will put forward his/her highest scored applicants. The committee will review those applicants and recommend candidates for interviews.

   c. In the event that a search and selection committee recommends an applicant for interview who does not possess the minimum qualifications specified in the position announcement, assessment and determination of equivalent qualifications shall be conducted by an equivalency committee (defined as the committee chair, Director of Human Resources and component Vice President), prior to forwarding the
Chapter Five: Human Resources

application/applicant to the interview process. If the equivalency committee deems the applicant’s qualifications to be equivalent to the position’s stated minimum qualifications, the applicant will advance to the interview stage. (see AR 5600-A, Equivalency)

d. The committee shall recommend a schedule for interviews to the Human Resources department. The committee will also develop job-related interview questions and any appropriate job-related demonstration and writing exercise. Other materials that the applicant will be asked to bring to the interview will also be identified.

e. The interview schedule, instructions, and job-related interview questions shall be forwarded to the Human Resources department for approval by the Director of Human Resources or designee and the component Vice President or the Superintendent/President, as appropriate. Sufficient time will be allowed for this review prior to the interview. Any changes to the above shall be reviewed by the committee chair prior to the day of the first interview.

f. Upon completion of the screening process, all applications, screening and interviewing materials shall be secured in the Human Resources department.

g. The Human Resources department will notify candidates of scheduled interview appointments and any other relevant instructions. If possible, candidates will be notified two weeks prior to the interview, especially when travel from out-of-the area is involved.

8. Interview Process

a. Prior to the first interview, the committee members shall agree on the scoring procedures and how questions and demonstrations shall be weighted.

b. Committee members shall use the College interview evaluation form to score each candidate’s performance in the interview. A committee member must be present at all interviews in order to participate in this process.

9. Recommendation Process

a. Each committee member shall enter his/her scores and comments for each applicant on the tally sheet provided. The committee chair will facilitate the discussion to resolve any scoring discrepancies.

b. Immediately upon completion of the interviews and scoring, unless there are extenuating circumstances, the committee will make its recommendation, which normally will include a minimum of three candidates. The committee shall submit the recommended candidates unranked, unless the committee determines that there are significant differences in the qualifications among the recommended candidates. Recommendations must also be accompanied by a written summary of the job-related strengths and weaknesses of each recommended candidate. In the event that there are not
three qualified candidates recommended, the committee shall include a written explanation.

c. All selection materials and the recommendation form shall be forwarded to the Human Resources department. The Human Resources department will notify candidates not recommended as finalists.

d. Upon receipt of the committee recommendations, the component Vice President or Superintendent/President, as appropriate, may meet with the committee to discuss the summary of strengths and weaknesses of each candidate.

e. In the case of Vice President positions, the committee chair shall meet with the Superintendent/President to discuss the committee’s recommendations and to formulate a plan for conducting reference checks. The Superintendent/President will select and interview final candidate(s).

f. For all other management positions, the Human Resources department, in coordination with the committee chair, and/or component Vice President, will conduct confidential reference checks on the recommended candidates. The component Vice President or Superintendent/President will review the reference checks.

g. The Vice President will interview the recommended finalist(s) for positions within their respective component. In extenuating circumstances (e.g. candidate’s long-distance travel), the component Vice President may elect to interview a candidate prior to the conclusion of reference checking.

h. For management positions within his/her component, the Vice President will recommend a candidate to the Superintendent/President. In the event that the Vice President cannot forward one of the committee’s recommended candidates because of exceptional circumstances or compelling reasons, s/he shall review the reasons with the committee chair and may offer to meet with the committee to discuss the remaining candidates and/or the possibility of reopening the search.

i. The Superintendent/President may elect to conduct final interviews for certain administrative positions within a Vice President’s component. Upon approval of a finalist by the Superintendent/President, the Vice President shall be notified. If the Superintendent/President does not approve the candidate, the recommendation will be returned to the Vice President.

j. The appropriate administrator shall notify the successful candidate of the Superintendent/President’s intent to recommend his/her appointment to the Governing Board. Upon the candidate’s acceptance, the Human Resources department will notify the remaining candidates of their application status.

10. Process for Complaints or Concerns
Chapter Five: Human Resources

In the event that there is a question or concern about confidentiality, bias, or procedure or in the event that the process is not proceeding in a timely manner, the Director of Human Resources and the component Vice President and/or Superintendent/President shall consult to determine whether the process, committee membership, or committee chair shall be changed, or determine if the search should be reopened or extended.

Adopted: October 4, 1999
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