SECTION III

ADMINISTRATOR EMPLOYMENT POLICY AND HIRING PROCEDURES

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FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT ADMINISTRATOR

EMPLOYMENT POLICY AND HIRING PROCEDURES

BACKGROUND

The Foothill-De Anza Community College District seeks a qualified and diverse administration, faculty, and staff dedicated to student success. The District is committed to an open and inclusive hiring process that supports the goals of diversity and equal opportunity providing equal consideration and opportunities for all qualified candidates. The goal of every hiring process is to select the qualified candidate who best meets the needs of our students.

The faculty, staff, and administration recognize the importance of an effective hiring process that   reflects mutual professional responsibility and interest in achieving the common goal of hiring outstanding administrators who will enhance the learning experience for all students and fulfill   the mission and goals of the College and the District.

Hiring faculty, staff, and administrators is accomplished through Search and Selection committees, which result in a recommendation from the President, Vice Chancellor or other appropriate   administrator to the Chancellor to recommend to the Board for employment.

Commented [PH1]: DDEAC felt that changing to Recruitment was confusing - wants to stay with Search

These procedures do not apply to Executive Administrator positions (e.g., Chancellor, President, and Vice Chancellor).

MINIMUM HIRING QUALIFICATIONS

The Foothill – De Anza Community College District has established the following minimum hiring qualifications for all administrator positions:

1. Understanding of, sensitivity to, and respect for the diverse academic, socio-economic, ethnic, religious, military, and cultural backgrounds, as well as disability (mental or physical), age, gender, and sexual orientation of community college students, faculty and staff.

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2. For Educational Administrators only, minimum qualifications as established in accordance with Education Code Section 87356 and California CCR title 5 53420. (do we need to add something to explain non-educational administrators?)

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3. Commitment to involvement in the participatory governance of the College and the District.

PROCEDURES

The goal of every hiring process is to select the qualified candidate who best meets the needs of our diverse student population and the needs of the department/program, division, and the college.

<u>Establishing the Position</u>

1. Administrator positions are identified by a process established by each College and Central Services. Further, all new positions require approval of the Chancellor and the Board of Trustees.

2. Receipt of the Staffing Requisition by Employment Services signals approval to begin the search process.

Position Announcement

1. The Hiring Manager and Hiring Committee, with input from the impacted area, work collaboratively to develop the job posting in accordance with the expected duties and responsibilities of the position.

   The job posting must include the following:
   a) A listing of the duties and responsibilities of the position.
   b) The minimum qualifications for the position including:
      a. a statement in accordance with Education Code Section 87360 that requires that all applicants be sensitive to, understanding of, and have respect for the diverse academic, socioeconomic, cultural backgrounds, disability (mental or physical), religious, military, age, gender, sexual orientation, and ethnic backgrounds of community college students. The District will require all applicants to explain their commitment to diversity, equity and inclusion.
      b. For Educational Administrators: Educational requirements in accordance with Education Code Section 87356 <mark>and California CCR title 5 53420</mark>. Additional desirable educational qualifications that are job related and support the responsibilities of the position may be included. Such qualifications will be monitored by the Vice Chancellor of Human Resources and Equal Opportunity.

      c. <mark>For Program Administrators, a provision</mark> for presentation of qualifications that are equivalent to the minimum qualifications.

      d. <mark>Legal qualifiers established by Human Resources to comply with federal, state, and District regulations.</mark>

2. The position posting may also include preferred qualifications that reflect, experience, and expertise that would enhance an applicant's ability to meet the unique

requirements and responsibilities of the position and the needs of a diverse student population. Preferred qualifications must be reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or their designee to insure that they will not adversely affect the applicant pool.

3. The finalized position announcement must be approved by the hiring committee 1) the appropriate administrator, 2) the appropriate Vice President, and 3) the Vice Chancellor of Human Resources and Equal Opportunity or their designee prior to publication

> **Commented [PH3]:** Again, this should have already been done before any hiring process is commenced

SEARCH COMMITTEE

Membership

Search Committees for administrative positions will be established and convened by the appropriate College or District hiring administrator or the assigned designee. The committee shall include an administrator who shall serve as the committee chair and an Equal Opportunity Representative from outside the department/program. The committee shall include appropriate representation from impacted unit members. In addition, administrative positions that have broad impact on faculty, the instructional program, and student learning shall have appropriate representation of the faculty most likely to be affected by the administrator. In any case, the Search Committee shall normally be composed of a majority of administrators. Comments: maybe not unreasonable considering faculty request for majority on their committees; is this asking too much of a limited number of administrators?; Think of a case where there are many departments within a division that might want representation on a committee. Think as well about when it is a "college level" position – how could there be a majority of admin when so many areas are represented? (5-17-18 PH this feels like a double impact of administrator authority since the hiring manager has the ultimate call at the end of the process anyway)

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The bargaining unit shall appoint a member of their unit to serve on the Search Committee when appropriate. Additional classified staff members serving on committees shall be approved by the appropriate Classified Senate.

When faculty are requested to participate in a Search Committee, the hiring administrator shall forward a list of faculty designated to serve on the Search Committee to the Academic Senate. All faculty appointments to Search Committees must be confirmed by the Academic Senate. An Equal Opportunity Representative from outside of the department/program shall be appointed by District Human Resources office.

Every effort should be made to incorporate diversity on every Search Committee to bring a variety of perspectives to the assessment of applicant qualifications. The Classified Senate shall consider diversity, equity, and area needs when confirming classified staff appointments to search committees.

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The membership of the Search Committee is submitted to Human Resources to ensure that the committee is sufficiently broad. When Human Resources determines that broad representation is not reflected in the Search Committee membership, the hiring administrator shall meet with Human Resources who will assist in the identification and recruitment of additional employees who clearly embrace the concepts of equity, diversity, and equal opportunity to serve on the Committee

~~Search Committees perform a series of initial steps as outlined below and are responsible to identify and refer the top candidates to the Selection Committee for consideration. Selection Committees are then responsible for recommending a finalist from the forwarded candidates.~~

SEARCH COMMITTEE:

Responsibilities and Procedures

The Search Committee has the responsibilities listed below ~~and will use the following process~~:

1. Read and understand the duties, responsibilities, and criteria as described in the position announcement.

2. Identify screening criteria based on the minimum and preferred qualifications of the position in light of the expected duties and responsibilities of the position. (much discussion about the value of the statement, whether we should develop Admin, Classified, and Faculty "scenarios" that address the ability to impact equity)

3. Develop job related interview questions designed to distinguish candidates who will best meet the needs of the department/division, the College, and the District, in the interest of best serving students.

4. Determine whether to require candidates to make a presentation to the Committee in addition to responding to interview questions. When appropriate, the presentation should require candidates to incorporate their ability to serve a diverse population.

5. Review the aggregate demographics of the applicant pool to ensure diversity.

6. Screen all applications to select candidates for interview.

7. Establish an interview schedule that accommodates all committee members' schedules ~~including the Equal Employment Opportunity Representative~~.

8.

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All faculty, staff, and administrators involved in hiring administrators must receive training to be allowed to participate on a Search or Selection Committee. Such training will be provided by the Vice Chancellor of Human Resources/Equal Opportunity, or the assigned designee, prior to or at the first meeting of the Committee. It is the responsibility of the Chair to verify that each Committee member has received the required training that includes, at a minimum:¶

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<#>Discussion of District commitment to equal opportunity, diversity, and student success¶
<#>The elimination of bias in hiring decisions¶
<#>The educational benefits of workforce diversity¶
<#>The best practices in serving on Search and Selection committees¶
<#>The search and selection process¶
<#>Role of the Search Committee ¶
<#>Role of the Selection Committee ¶
<#>Development of screening criteria¶
<#>Writing effective interview questions¶
<#>Cultural diversity in the hiring process¶
<#>Role of the Equal Opportunity Representative ¶
<#>Reference checking¶
<#>Confidentiality¶
I copied the list from the faculty Draft and pasted it below¶
<#>Review of District Diversity Vision Statement¶
<#>Discussion of District commitment to equal opportunity, diversity, and student success¶
<#>Mitigating implicit bias¶
<#>The search and selection process¶
<#>Role of the Search Committee¶
<#>Role of the Selection Committee¶
<#>Development of screening criteria (including equivalency process)¶
<#>Ethical recruitment strategies¶
<#>Writing effective interview questions and what is [1]

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9. Interview all selected candidates using pre-approved questions. Follow-up questions may be used if they are based directly on a candidate's response to a question, if they do not seek information outside of the scope of the established hiring criteria, if they are not in violation of equal employment guidelines.

10. Document/record assessment of candidates in the interview process.

11. Recommend the final candidate(s) (preferably more than one) for consideration by the Selection Committee. Recommended finalists must be acceptable to the majority of the Search Committee members since only a candidate recommended by the Search Committee may be hired. The President, Vice Chancellor, and Chancellor are the only individuals who can make an exception to this recommendation process.

12. Each member of the Search Committee is responsible for maintaining ongoing confidentiality of the entire process. Process information may be shared only with members of the Search Committee and the administrators involved. Confidentiality must be maintained permanently. Each member of the committee will receive and must agree to abide by a statement of Guiding Principles and Confidentiality Agreement as noted in Appendix A as a condition of participation.

13. Each member of the Search Committee has the responsibility to contact Human Resources if any part of the process or procedure has been violated.

14.

SELECTION COMMITTEE

Membership
The Selection Committee is established and convened by the President, Vice Chancellor, or Chancellor, or their assigned designees, and includes the appropriate administrator, the Search Committee chair, the Equal Opportunity Representative from the Search committee, and at least one *other* member from the Search Committee (see below for plus...). (HR feels requiring a member from the search committee isn't necessary if they have done their work well) *DDEAC thinks instead that there be more inclusion and this should read;* plus as many members of the Search Committee as willing. The President, Vice Chancellor, or Chancellor may invite other persons to serve, as they deem appropriate (e.g. Vice Presidents, Administrators, Faculty and Staff) This committee should be balanced in its diversity and will be chaired by the President (or designee). The Selection Committee shall generally have no more than seven (7) members.

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<#>The hiring manager shall normally perform reference checks; however in unusual circumstances and when requested by the hiring manager, the a Search Committee may be requested to perform the reference checks on candidates selected as finalists. When requested, the hiring manager shall, In consultation with the Search Committee:¶
¶
<#>Identify one or more a members of the committee to conduct the reference calls;¶
<#>Formulate questions to ask references;¶
<#>Identify references to be called to eliminate duplicate calls; and¶
<#>Determine how information is to be shared with full Search Committee and forwarded to Selection Committee. Determine if? Per Dorene's concern re litigation¶

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Responsibilities

The Selection Committee has the following responsibilities:

1. Provide input to the President, Vice Chancellor, Chancellor regarding the questions to be used in the Selection Committee interview process.

2. Participate in the interviews of finalists' to evaluate and validate (not really the responsibility of these folks) the academic and/or professional qualifications of each candidate's strengths in meeting the diverse needs of the population being served and the division/program/department, college, and/or district.

    1. Evaluate the finalists in an open and collaborative discussion. Before a final decision is reached the Equal Employment Opportunity Representative will review the process to determine that all candidates were treated fairly and equally and that the process yielded candidates able to meet the needs of our diverse student population.
    2.

3. Each member of the Selection Committee is responsible for maintaining ongoing confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Selection Committee and the administrators involved. Confidentiality must be maintained permanently. Each member will receive and must agree to abide by a statement of Guiding Principles and Confidentiality as noted in Appendix A as a condition of participation.

4. Each member of the Selection Committee has the responsibility to contact Human Resources if any part of the process or procedure has been violated.

PROCESS

Recruitment and Advertising

Administrator positions are advertised for a minimum of six (6) weeks. What are the requirements? In unusual or extenuating circumstances, the time frame may be reduced to not less than four (4) weeks with the approval of the President, Vice Chancellor, or Chancellor, and the Vice Chancellor of Human Resources/ Equal Opportunity.

Position announcements are posted to online recruitment sites identified as part of "core advertising" strategies and in alignment with the District's Equal Employment Opportunity Plan, and are advertised locally and in professional journals and related publications, in The Chronicle of Higher Education, and on other Internet sites as recommended by the Search Committee and the President or Vice Chancellor of Human Resources/ Equal Opportunity.

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Department/program faculty, administrators, and classified staff are also encouraged to contact appropriate organizations to assist in identifying qualified candidates and to disseminate information regarding the position.

Recruitment and advertising strategies are intended to result in a strong pool of candidates that are both diverse and qualified. To that end, position announcements are posted to sites that will best serve these goals and may include colleges, universities, and other organizations committed to serving underrepresented candidates.

Applications

Employment Services accepts online applications and supplemental materials until 11:59 PM on the closing date, unless otherwise specified on the job announcement. The application period may be extended at any time by approval of the Search Committee, College President or Vice Chancellor, or Vice Chancellor of Human Resources/ Equal Opportunity.

Employment Services and the district Diversity Coordinator will review the composition of the applicant pool to ensure that any failure to obtain a diverse applicant pool in accordance with the district's Equal Employment Opportunity Plan is not due to discriminatory practices or procedures. If necessary, the application closing date shall be extended and additional recruitment shall be conducted.

REQUIRED TRAINING FOR ALL HIRING COMMITTEE MEMBERS

All faculty, staff, and administrators involved in hiring administrators must have received Hiring Process training within the previous two years to be allowed to participate on a Search or Selection Committee. Such training will be provided by the Vice Chancellor of Human Resources/Equal Opportunity, or the assigned designee, prior to or at the first meeting of the Committee. It is the responsibility of the Chair to verify that each Committee member has received the required training that includes, at a minimum:

- Review of District Diversity Vision Statement
- Discussion of District commitment to equal opportunity, diversity, and student success
- Mitigating implicit bias
- The search and selection process
- Role of the Search Committee
- Role of the Selection Committee
- Development of screening criteria (including equivalency process)
- Ethical recruitment strategies
- Writing effective interview questions and what is an allowable follow-up question
- Cultural diversity, social justice, and equity in the hiring process
- Role of the Equal Opportunity Representative
- Reference checking
- Process for reporting perceived procedural issues (e.g rule bending, favoritism, etc.)
- Confidentiality

Screening

All screening criteria and interview questions must be completed and reviewed by the Hiring Committee including the Equal Opportunity Representative to ensure that they are without bias then submitted to the District Office of Human Resources. The District Office of Human Resources will conduct a final review of the screening criteria and questions prior to allowing the Search Committee access to the online applications to ensure consistency with the job description and Position Announcement.

Screening criteria must be job related and are developed from qualifications and requirements listed in the job announcement. Screening criteria help members to review each application objectively. The screening criteria must be listed on the appropriate screening form and the same form must be used by each member of the Committee. Each committee member must participate in the screening process.

The Search Committee selects applicants to interview who will best meet the needs of the population to be served, the division, the college and the district.

The Equal Opportunity Representative reviews the pool selected for Search Committee interviews to insure that no screening criteria have adversely affected any group. The Equal Opportunity Representative may recommend to the Search Committee Chair and the District Office of Human Resources that the search be suspended until steps are taken to remedy any adverse impact. Additional steps may include a discussion with the Vice Chancellor of Human Resources / Equal Opportunity, or the assigned designee, and/or a diversity officer regarding the overall composition of the applicant pool and the screening criteria or procedures that may have produced an adverse impact. At that time the decision may be made whether to interview additional candidates or recommend that further recruitment be initiated before proceeding. The Search Committee will consider the following options:
- Review the applicant pool to ensure that qualified applicants have not been overlooked;
- If applicable, request to have any additional complete applications that have been submitted since the first review date forwarded for screening;
- Request that Employment Services contact applicants with incomplete applications to request the missing application materials;
- Extend the search by posting a new submission deadline

Begin a new search **Interviews**

Interviews are scheduled by the Chair of the Search and/or Selection Committees. Each candidate must be provided the same interview information about the interview process and offered a choice of interview times whenever possible.

NOTE: All members of the Search Committee must be present for every interview conducted as part of the Search portion of the process. If a member misses an interview during the Search process, that member is removed from the Search Committee.

Each member of the Search and/or Selection Committee documents interviews in a format

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agreed upon by the Committee.

Follow-up questions directed to the candidate during the interview must only be done in order to clarify an answer given.

After interviews are completed, members of the Search and/or Selection Committee discuss and evaluate the qualifications of the candidates including how candidates will meet the needs of a diverse population.

First-hand knowledge of a candidate may be shared by a committee member only if it pertains to the individual's ability to successfully perform the functions of the position. Any information that has the potential to negatively impact a candidate should be verified via additional sources. Committee members should approach the Equal Opportunity Representative if there is uncertainty regarding the pertinence of the information.

The Equal Opportunity Representative reviews the finalist pool to determine whether any criteria or procedures used in the interview phase may have had an adverse impact on any group. If the Equal Opportunity Representative believes that adverse impact exists, the Representative shall report the concern to the Committee Chair and Vice Chancellor of Human Resources/Equal Opportunity, or the assigned designee to determine whether additional steps should be taken to ensure equal opportunity. Consultation may also include a diversity coordinator. At that time the decision will be made as whether to proceed with the recommendation to the selection committee.

If the Search Committee is not satisfied with the interviewed candidates, the Committee may:

- Review the applicant pool to ensure that qualified applicants have not been overlooked;
- If applicable, request to have any additional complete applications that have been submitted since the first review date forwarded for screening;

- Request that Employment Services contact applicants with incomplete applications to request the missing application materials; or

- Extend,

- Begin a new Search

In the event that the Selection Process is unsuccessful, the President/Vice Chancellor/Chancellor or Hiring Manager may:

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Deleted: An unranked list of finalists is forwarded to the President, Vice Chancellor, or Chancellor who convenes the Selection Committee. As noted above, any exceptions to this process must be approved by the President, Vice Chancellor, and/or Chancellor or their designees. The Recruitment Committee Chair returns all the screening and interview forms and all other non-finalists application materials to Employment Services. All members of the Selection Committee must be present for all interviews and subsequent discussions. If a member misses an interview he/she is removed from the Committee. ¶

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- Re-interview finalists

- Request the Search Committee review the applicant pool to ensure that qualified applicants have not been overlooked.
- If applicable the President/Vice Chancellor/Chancellor may refer the process back to the Search Committee to request Employment Services:
  - refer additional complete applications that have been submitted since the first review date forwarded for screening, and interview additional candidates;
  - contact applicants with incomplete applications to request the missing application materials and refer new complete applications for screening, and interview additional candidates; or

- Extend, Cancel or re-open the search.

- (why would they proceed if they determined that the process was unsuccessful)

- .

Reference Checking

References checks are performed for the purposes of affirming the selection of the final candidate. Should information discovered in reference checking serve to eliminate the candidate from consideration the President, Vice Chancellor or Chancellor has the option to perform reference checks on the secondary candidate.

Reference checks are normally performed by the Hiring Manager following the selection committee process. Under unusual circumstances and when requested by the hiring manager, reference checks may be conducted by one or more committee members. Reference checks must be completed in accordance with the policies and principles of equal opportunity. Reference information must be held in strict confidence by the hiring manager, and by the committee when the committee is requested to conduct the reference checks.

Final Selection

The President, Vice Chancellor, or Chancellor will make the final decision and forward the selected candidate to the Chancellor for recommendation to the Board.

The President, Vice Chancellor, or Chancellor, or their designees, may extend a tentative offer of employment to the selected candidate pending approval by the Board of Trustees. Any offer prior to Board approval must be clearly stated as a tentative offer contingent on Board approval.

The Equal Opportunity representative will review the process to verify that all candidates were

treated fairly and that the process yielded candidates able to meet the needs of a diverse population.

Commencement of Employment
The employee is not authorized to begin their assignment until cleared by Human Resources and approved by the Board.

Approved by the Chancellor's Advisory Council February 20, 1998
Revised August 31, 2004

APPENDIX A

ADMINISTRATOR EMPLOYMENT POLICY AND HIRING PROCEDURES

GUIDING PRINCIPLES and CONFIDENTIALITY AGREEMENT
SEARCH AND SELECTION COMMITTEE MEMBERS

Each committee member agrees to act in the best interest of the College and the District in selecting a candidate who best meets the needs of the diverse population we serve.

Each committee member understands that search and selection is a confidential process subject to laws and regulations on privacy and access (Title 5, California Code of Regulations, Section 53023(a); California Government Code, Section 6254).

Specifically, each member agrees not to discuss or in any way release information to any non-authorized person regarding:

1. Written materials turned in by the applicant or evaluations made by the committee members about applicants;
2. Oral discussions by or about applicants or committee members during or following the interview process, and
3. Any other information that relates to the search and selection process including the names of applicants.

Each committee member agrees if approached by any non-authorized person to discuss any of the above, the member is to refer the individual to Human Resources.

Each committee member understands that failure to maintain confidentiality will not only jeopardize the search and selection process but also could result in violation of Federal or State regulations and incur liability on behalf of the district. It is also understood that even the perception that confidentiality has been breached may jeopardize the hiring process. Therefore, each committee member agrees to call to the attention of the Vice Chancellor of Human Resources/ Equal Opportunity any action which might be interpreted as a breach of confidentiality.

Each committee member agrees to comply with Equal Opportunity policies and procedures assuring compliance with the hiring process as outlined in the District's hiring policy and

procedures.

Each committee member agrees to operate in an objective and unbiased manner throughout the process and understands that any compromise in objectivity or demonstration of unlawful bias   may threaten the process.

Each committee member understands that the process may be stopped at any time based on perceived discrimination against one or more candidates, or if deviation from District procedures   has occurred.

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I touch on this but have not called it social justice explicitly

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I have been instructing committee members to work in conjunction with the hiring manager to collaboratively develop the reference check questions & have been telling committees that the hiring manager should be reporting back to the committee with more than "the references checked out"

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