

EMPLOYMENT PROCEDURES FOR ADMINISTRATORS
(NOT INCLUDING SUPERINTENDENT/PRESIDENT)

AP No. 5025

Board Reviewed: 2/13/91; 7/9/03; 4/14/04

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I. General

- A. Each opening shall be processed and monitored by the Office of Human Resources.
- B. Each opening shall have the Human Resources Officer or designee and an EEO representative at each stage of the selection process, serving in the role described below. The President may designate the Human Resources Officer or designee to also serve as the EEO representative on a committee.

The hiring process for each opening shall be coordinated by the Office of Human Resources.

II. Process for Opening a Position

Requisitions shall be completed and approved by the President. If the position is a newly created one, it shall be reviewed by the President's Cabinet and sent to the Planning and Fiscal Council for review and input. The Chief Financial Officer shall verify that the position is budgeted, due to approved augmentation, a letter of resignation, or transfer, etc. The requisition shall be forwarded to the Office of Human Resources to begin recruitment.

III. Selection Committee

The Selection Committee shall serve in an advisory capacity to the President or designee. The committee's role in the selection process shall be to review application materials submitted by candidates, to recommend candidates for the first interview, to conduct the first interview, and to recommend candidates for further consideration to the President or designee. Agents who appoint committee members shall observe the necessity of providing racial/ethnic and gender diversity; the EEO/Staff Diversity Officer shall determine the sufficiency of the committee composition. Individuals related by blood or marriage shall not serve on the same committee.

- A. The Selection Committee for Vice President shall consist of the following:
 1. Seven (7) faculty members appointed by the Academic Senate
 2. Five (5) managers appointed by Management/Confidential Council
 3. One (1) confidential employee appointed by Management/Confidential Council
 4. Three (3) classified employees appointed by CSEA
 5. Two (2) representatives of the Associated Student Body

The President shall designate one of the committee members to serve as Chair.

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The following are not committee members, but serve specific functions in the selection process:

- The Human Resources Officer or designee
 - An EEO Monitor appointed by the Equal Employment/Staff Diversity Officer
 - The President may opt to appoint an outside subject matter expert to participate at the Orientation stage of the selection process. At the committee's request, the individual may also be invited to participate in the interview stage.
- B. The Selection Committee for non-instructional Deans, Directors and Supervisors shall consist of the following:
1. Three (3) faculty members appointed by the Academic Senate
 2. Three (3) managers appointed by Management/Confidential Council
 3. Three (3) classified employees appointed by CSEA
 4. Associated Student Body President may designate a student to participate in the interview process

The President shall designate one of the committee members to serve as Chair.

The following are not committee members, but serve specific functions in the selection process:

- The Human Resources Officer or designee
 - An EEO Monitor appointed by the Equal Employment/Staff Diversity Officer
 - The President may opt to appoint an outside subject matter expert to participate at the Orientation stage of the selection process. At the committee's request, the individual may also be invited to participate in the interview stage.
- C. The Selection Committee for Instructional and Student Services Deans and Directors who supervise faculty shall consist of the following:
1. Any full-time faculty members in the division/department with the vacancy, as designated on a list prepared by the Academic Senate
 2. Three (3) managers appointed by the Vice President of the area with the vacancy.
 3. One (1) classified employee from within each division (area) that is supervised by the Instructional and/or Student Services Dean and/or Director resulting in up to three (3) representatives appointed by CSEA
 4. Associated Student Body President may designate a student to participate in the interview process

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The Committee shall designate one of the committee members to serve as Chair.

The following are not committee members, but serve specific functions in the selection process:

- The Human Resources Officer or designee
- An EEO Monitor appointed by the Equal Employment/Staff Diversity Officer

- D. Orientation - the selection committee members shall participate in an orientation for the particular position being filled. The orientation will include a detailed review of the job announcement and the position's job description. The President or designee will be available to answer questions about the position, to define its role in the institution, and to provide information on specific needs or emphases the committee should be aware of. The purpose is for the committee members to have a common understanding of the position as they paper screen and interview. The orientation will include the methods to be used in rating and evaluating candidates, the procedures for arriving at committee decisions, and training in Equal Employment Opportunity principles. The purpose is for committee members to understand and apply these methods, procedures and principles throughout the selection process.
- E. Responsibilities
1. Role of the Chair - The Chair will be responsible for the following: leading committee discussions of candidates, such as facilitating the process to identify candidates to interview, facilitating the discussion of strengths and weaknesses of the candidates after each interview, and facilitating the process to identify candidates recommended for further consideration; ensuring that each committee member joins the discussion on each candidate; ensuring that committee members are respectful of differing opinions; summarizing and preparing written assessment of candidates on the appropriate form, which will include a job-related reason(s) for not recommending a candidate for further consideration; and reminding committee members of the importance of confidentiality throughout the process so as not to jeopardize the selection process.
 2. Role of the Member - The Member of the Selection Committee will be responsible for the following: contributing to developing and reviewing job related selection criteria, assessments and interview questions; reviewing applications prior to scheduled interviews;

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interviewing all selected candidates; discussing the strengths and weaknesses of all candidates and recommending candidates for further consideration to the President or designee; assisting the Chair of the committee in summarizing and preparing written assessment of each candidate, including a job-related reason(s) for not recommending a candidate for further consideration; adhering to equal employment opportunity principles throughout the process; and maintaining the confidentiality of the selection process. Additionally, the committee member is responsible for bringing to the timely attention of the Chair and the Human Resources Officer any concerns about the process, fairness, committee member conduct, or any other matter that may adversely affect the committee's task.

3. Role of the Human Resources Officer or Designee - The Human Resources Officer or designee will be responsible for the following: providing expertise and advice on screening, evaluating, interviewing and selecting; providing the orientation to the committee; organizing and scheduling meetings; in consultation with the Chair, developing drafts of job related selection criteria, assessments and questions to bring to the Committee for its consideration, discussion and final determination, for both the paper screening and interview; ensuring the security of all documents after each meeting; ensuring that documentation is accurate and complete; and ensuring the legality of the process.
4. Role of the Equal Employment/Staff Diversity Officer or designee - The Equal Employment/Staff Diversity Officer or designee will be responsible for: providing guidelines and instructions on equal employment opportunity and staff diversity; and sitting in and monitoring each meeting of the whole Committee to ensure that equal employment opportunity principles are applied in each process and decision.

Steps in the Selection Process**A. Position Analysis**

1. The President shall review the current job description for the vacant position and submit it to the Cabinet for input. At a minimum the review shall consider if any changes are to be made in the duties, responsibilities, reporting relationships, services or programs supervised, particular skills, knowledge or abilities required, minimum qualifications, and desirable or preferred qualifications. All of the listed skills, knowledge, abilities, and other qualifications must be job related. Any substantive changes shall go to the Planning Fiscal Council for consultation. If no changes to the current job description are

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- necessary, the opening can be announced immediately. The President shall make the final decision on any changes.
2. If changes to the job description are necessary, the Director of Human Resources will develop a job description based upon the request of the President.
 3. If the job description contains substantive changes, it shall be forwarded through the President to the Board of Trustees for approval.
- B. The Job Announcement
1. The job announcement shall contain a description of the most essential duties and responsibilities of the position; the skills, knowledge, abilities, certifications, training and experience that are minimum qualifications, including any required by law or regulation; any desirable qualifications; the requirements of the application process, identifying those materials that must be submitted by applicants; compensation information; and opening and closing dates. Positions may be advertised as "Open until Filled" to permit acceptance of applications as long as possible and to provide greater access and opportunity.
 2. The job announcement shall contain information about Rio Hondo Community College District.
 3. Applicants shall be required to submit a district application form; a letter of interest specific to the position; evidence of any required education, certification or licensure; and a detailed resume of educational preparation and professional experience. The job announcement will state that the letter of interest should address how the applicant meets the requirements of the position.
- C. Recruitment
1. Advertisements shall be in accordance with Title 5, Section 53021 and shall be nationwide
 2. Records of recruitment efforts shall be maintained in the Office of Human Resources
 3. All applicants, whether internal or external, shall be treated equally.
- D. Application Process
1. Application materials shall be supplied to potential applicants upon request, including position job description.
 2. It is the applicant's responsibility to ensure that all required materials are submitted within the designated timelines. A complete application is one that contains all of the materials required in the job flyer's application process.
 3. The Director of Human Resources, or designee, shall certify that the pool of candidates is acceptably diverse or, if not, that defensible

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recruitment efforts were made to try to achieve diversity. If such certification cannot be made, recruitment shall be reopened.

E. Closure of Opening

1. The Office of Human Resources shall ensure that all deadlines are observed for all candidates to ensure equal treatment. When a position is advertised as "Open until filled," applications will be accepted as long as feasible before they must be prepared for review by the Selection Committee.
2. The Office of Human Resources shall screen all applicants to verify that minimum requirements are met. Those with incomplete applications or those who do not meet the minimum requirements shall be notified by the Office of Human Resources that they are no longer in the pool of applicants.

F. Paper Screening of Applications

1. Screening criteria shall be job-related and based on the job announcement and required application materials.
2. The application review shall include the materials required in the application process. This shall include the application form, letter of interest, evidence of required education, certification or licensure, and resume, plus any other materials requested for the application process.
3. The selection committee shall screen, either individually or as a group, only the application materials submitted by each candidate. Ratings and decisions shall be based on evidence, or lack of evidence, found in the application materials. Under no circumstances shall a committee member introduce information that is not contained in the application materials, and which would substantially influence a decision on the candidate. If the candidate successfully competes and is recommended for further consideration to the President or designee, the committee member should advise the Chair of any relevant information so that appropriate reference checks can be made.
4. All applicants selected for interview must show sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. Areas of focus will be as follows: Demonstrated commitment to collaboration and teamwork in the delivery of services to students and community; providing quality educational and student services to a diverse student population and community; fostering equity and diversity among individuals, programs and services; creating a positive, safe and pleasant educational environment that respects differences of opinions, beliefs and lifestyles; involvement in the communities similar to those serviced by Rio Hondo College.

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5. The paper screening process should allow the committee member to get a “profile” of the applicant in order to assign an initial rating. The committee’s initial ratings for the applicant will show whether there is a common perspective on that applicant; for example, a broad base of strong support or a broad base of non-support. The ratings are To be used as a starting point for discussion. There may be less need for discussion on candidates whose ratings show a strong convergence of opinion, and more discussion on candidates with mixed reviews. Members may change their ratings as a result of perspectives shared in the discussion. In deciding on candidates to interview, the decision-making process described in Section IV.G.7, below, shall be used. All candidates must be judged by the standards established for the position and the relative strength of the pool of applicants.
- G. Selection Committee Interviews
1. The candidate shall be provided the opportunity to review the interview questions privately, without benefit of reference materials, before the start of the interview.
 2. The Chair and the Human Resources Officer shall coordinate the schedules of the Selection Committee for all necessary meetings and interviews.
 3. The Office of Human Resources or designated office will notify and schedule the applicants for interviews.
 4. Interviews shall be scheduled on succeeding days, if possible, and with sufficient time to allow the committee to discuss a candidate’s responses following each interview. At all times, the Committee should be flexible to accommodate needs of interviewees.
 5. A period of approximately ten (10) to 12 (twelve) minutes shall be provided following each interview to share observations about the candidate’s interview. Committee members shall first write their own individual evaluation of the candidate. Then members may share their observations about the candidate’s responses, communication and presentation skills, and personal characteristics relevant to the position. The purpose is not to persuade others, but to identify elements which were very impressive and/or elements that caused reservations and, if necessary, to clarify information the candidate presented in the interview. This sharing should also help members see if there is a common perspective on the relative qualifications of the candidates being interviewed.
 6. Each member of the Selection Committee shall prepare a written assessment of each applicant interviewed using a form provided by the Office of Human Resources.
 7. The Selection Committee shall make a conscientious effort to reach consensus in deciding on candidates to recommend to the President

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for further consideration. Consensus shall be reached when the committee, as a whole, can support the slate of candidates to be recommended for further consideration. Consensus means that every committee member "can live with" the decision and will support it as the committee's unanimous decision. It is imperative that every committee member has the opportunity to voice their views and to speak in support of candidates they think should be recommended. It is also required that every candidate be given fair consideration and that the job-related reason(s) for not recommending as a finalist be stated. It will be a key responsibility of the Chair to facilitate this process.

If the Committee is unable to reach consensus, and the Chair, in consultation with the Human Resources Officer, determines that a conscientious effort has been made, the Chair will call for a polling of committee members. If one-third, or fewer, of the committee are not in agreement with the rest of the committee, each of the minority members must state the job related reasons for not agreeing to consensus on the particular candidates being considered as finalists. The Human Resources Officer and the EEO Representative must agree that the reasons are not arbitrary. The committee will discuss the weight and merit of the reasons, with the continued goal of reaching consensus. If the discussion does not result in consensus, the committee's task will be deemed to have been completed. The job related reasons for this outcome shall be documented.

The intent of this decision-making process is to encourage open, candid discussion of all perspectives on the candidates and to allow the Committee to work its way to a common conclusion. It is also intended to make committee members responsible for the integrity of the process, aware of the need to protect the institution from liability, and accountable for the decisions made. A desired outcome is that every committee member will believe that the selection process was fair, that they had the opportunity to voice their opinions, and that candidates were given due consideration.

8. The Selection Committee shall complete their task by recommending not less than three (3) nor more than five (5) of the best qualified candidates for further consideration. (A selection process that produces less than three qualified candidates is acceptable only in extraordinary circumstances. In such cases, the committee must provide a written statement of substantial reasons for their recommendation. The reason(s) must be job-related, and not based on preferring one candidate over another.) The candidates sent forward are to be unranked and considered qualified candidates for the position. The committee may decide to submit a statement of the

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relative qualities (strengths and/or weaknesses) of the recommended candidates, to be considered as additional information rather than an obligation to select a particular candidate.

9. The Office of Human Resources shall mail notifications to all applicants who were not hired or forwarded for a second level interview.

H. Recommended Candidates Interviews

1. The Office of Human Resources shall notify and arrange interviews for the candidates recommended by the Selection Committee for further consideration.
2. The President shall interview the candidates recommended by the committee. The President may select Cabinet members to participate in these interviews and to provide comments regarding strengths and weaknesses of each candidate to the President. The chair of the Selection Committee, or designee, shall sit in on the interviews as an observer and, at their conclusion, shall relate the strengths and/or weaknesses of the candidates as viewed by the Committee. During these interviews, a person serving as EEO monitor/representative shall be in attendance.
3. After the President has interviewed the recommended candidates, the President shall decide when and how reference checks shall be made and for which candidates. The President shall make the final evaluation and recommendation to employ to the Board of Trustees.
4. The President reserves the right to recommend none of the candidates to the Board of Trustees.
5. The Board of Trustees may meet with the President to review the top candidate(s) for the position.
6. The President, or designee, shall notify both the successful and unsuccessful candidates by phone.
7. The Office of Human Resources shall contact the successful candidate concerning salary, benefits, and the process for completing the employment process.

I. Reference Checks

1. After the President has interviewed the recommended candidates, the President shall determine which of the recommended candidates will have reference checks done and, in consultation with the Director of Human Resources, the manner in which they will be conducted, and by whom. Unless authorized by the President, or designee, no person is to make reference calls on any applicant for the position. In no case shall reference checks be done for any applicant prior to the completion of the Selection Committee Interviews.
2. The President shall determine if site visits will be scheduled for any of the finalist(s).

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- J. Interrupting the Recruitment Procedure
Recruitment may be stopped, postponed or extended by the President and the position may be reopened at any step of this process.
- K. Completing the Hiring Procedure
1. The President, or designee, shall complete the paperwork for the hiring of the selected candidate, including the Letter of Transmittal, and forward it to the Office of Human Resources for processing. Under no circumstances may a new employee begin work prior to the date set/approved by the Board of Trustees.
 2. At this point, all Equal Employment records must be complete.
 3. The successful candidate's name shall be submitted to the Board of Trustees for approval of appointment, terms and conditions of employment, and salary.