

**SECTION III
ADMINISTRATIVE
EMPLOYMENT POLICY
AND
HIRING PROCEDURES**

FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT

ADMINISTRATIVE

EMPLOYMENT POLICY AND HIRING PROCEDURES

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, classified staff, and administrators is accomplished through search and selection committees which produce a recommendation from the President or other appropriate administrator to the Chancellor to recommend to the Board for employment.

Hiring Qualifications

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

1. Demonstrated sensitivity to, understanding of, and respect for the diverse academic, socio-economic, cultural, disability, religious, sexual orientation, and ethnic backgrounds of community college students.
2. Minimum qualifications in accordance with Education Code Section 87356 for Educational Administrators. All minimum and preferred qualifications are reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee for job relatedness and potential adverse impact on the applicant pool.
3. Commitment to participation in the shared governance of the College and the District.

Establishing the Position

1. Administrator positions are identified by a process established by each College and Central Services.
2. Administrator positions are appropriately evaluated by the Administrative Classification Committee prior to being announced.

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

Position Announcement

1. The position announcement is developed through a collaborative process involving the appropriate administrator(s), the diversity officer and/or an Equal Opportunity Representative, and Employment Services.
2. The position announcement must include the following:
 - A description of the position duties and responsibilities
 - Minimum Qualifications
 - 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, disability, religious, sexual orientation, and ethnic backgrounds of community college students. The announcement should include a requirement that all applicants explain or submit written materials that provide evidence of such understanding and commitment to diversity;
 - b. Educational requirement as determined by the appropriate administrator in accordance with Education Code Section 87356. Additional desirable qualifications that are job related and support the responsibilities of the position may be included; and
 - c. Provision for presentation of qualifications that are equivalent to the minimum qualifications.
3. The position announcement may also include preferred qualifications that reflect education, experience, and expertise that would enhance an applicant's ability to meet the unique requirements and responsibilities of the position. Preferred qualifications must be reviewed by the Vice Chancellor of Human Resources and Equal Opportunity of his/her designee to insure that they will not adversely affect the applicant pool.
4. The position announcement must be approved by the appropriate administrator (Division Dean, Vice President or President, Vice Chancellor or Chancellor), and the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

SEARCH COMMITTEE

Membership

Search Committees for administrative positions will be established and convened by the appropriate College or District administrator or his/her designee. Administrative positions that have broad impact on faculty, the instructional program, and student learning shall have appropriate representation of the faculty (which may include full time, part-time, tenured, or probationary faculty) most likely to be affected by the administrator. Classified staff, administrators, and students, when appropriate, shall also serve on the Committee.

The 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. The administrator shall also notify the Classified Senates of classified staff serving on administrative search committees.

An Equal Opportunity Representative from outside of the department/program shall be appointed to the Committee by the College diversity office (the Diversity Coordinator at De Anza College, the Dean of Faculty and Staff at Foothill College, and the Vice Chancellor of Human Resources and Equal Opportunity in the District Office). If the College diversity office is unable to assign a Representative, one may be appointed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

Every effort must be made to incorporate broad representation on every Search Committee to bring a variety of perspectives to the assessment of applicant qualifications. The administrator shall consider such broad representation when seeking appointments to search committees.

The membership of the Search Committee is submitted to the college diversity office by the appropriate administrator. When broad representation is not reflected in the Search Committee membership, the administrator shall meet with the diversity coordinator who will assist in the identification and recruitment of employees who clearly embrace the concepts of diversity and equal opportunity to serve on the Committee. If additional faculty members are identified through this process they must be confirmed by the Academic Senate.

The supervising administrator normally serves as Chair of the committee.

The Search Committee should normally have no more than seven (7) members.

Training

All faculty, staff, and administrators involved in hiring administrators must receive training on equal opportunity, diversity, and the employment process for each Search Committee on which they serve. Such training will be provided by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee at the first meeting of the Committee. It is the responsibility of the Chair to insure that each Committee member receives the required training that includes:

- Review of District Diversity Vision Statement
- Discussion of District commitment to equal opportunity, diversity, and student success
- 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 interview process
- Role of the Equal Opportunity Representative
- Reference checking
- Confidentiality

Responsibilities

The Search Committee has the following responsibilities:

1. Review 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. Screening criteria will include an evaluation of the extent to which applicants demonstrate a sensitivity to, and understanding of, the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation, and ethnic backgrounds of community college students.
3. Develop job related interview questions designed to distinguish candidates who will best meet the needs of the students, the department/division, the College, and the District.
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 the candidate to incorporate his/her ability to serve a diverse student population.
5. Screen all applications to select candidates for interview.
6. Establish an interview schedule that accommodates all committee members' schedules including the Equal Opportunity Representative.
7. 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, and if they do not unnecessarily prolong the interview.

8. Document/record assessment of candidates in the interview process.
9. When requested, conduct reference checks on candidates selected as finalists.
 - a. Identify members of the committee to conduct the reference calls;
 - b. Formulate questions to ask references;
 - c. Identify references to be called to eliminate duplicate calls; and
 - d. Determine how information is to be shared with full Search Committee and forwarded to Selection Committee.
10. Recommend the finalists (more than one) for consideration by the President. Any exception to this recommendation process must be approved by the President. For administrative positions in Central Services, the finalists are forwarded to the Chancellor or Vice Chancellor. For Central Services or “District” positions substitute the titles of Chancellor or Vice Chancellor for “President” throughout this document. All recommended finalists must be acceptable to the Search Committee since only a candidate recommended by the Search Committee will be hired. An unranked list of final candidates is forwarded to the President.
11. Each member of the Search Committee is responsible for maintaining the confidentiality of the interviews as well as evaluative comments made during the selection process. Such 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 agree to abide by a statement of guiding principles as noted in Appendix A.

SELECTION COMMITTEE

Membership

The Selection Committee is established and convened by the President (Vice Chancellor or Chancellor for Central Services positions), or his/her designee, and includes the appropriate administrator, the Search Committee chair, the Equal Opportunity Representative from the Search committee and at least one member from the Search Committee. The President (Vice Chancellor, Chancellor, or designee) may invite other persons to serve, as he/she deems 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.

Role

The Selection Committee evaluates and validates the candidate's strengths in meeting the needs of a diverse student population and the needs of the division, department/program, and the College.

Responsibilities

The Selection Committee has the following responsibilities:

1. Review interview questions developed by the President to be used in the Selection Committee interview process.
2. Participate at the President's direction in the finalists' interviews to evaluate and validate the academic and professional qualifications of each candidate and his/her strengths in meeting the diverse needs of students in the division/program.
3. Evaluate the finalists in an open and collaborative discussion. Before a final decision is reached, the Equal 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 a diverse student population.
4. Advise the President after completion of the interviews. If there is not consensus, the President may decide, in consultation with the Selection Committee, to interview the finalists a second time; review the interview pool in consultation with the Search Committee for additional candidates; re-open the search; or select one of the finalists.
5. Each member of the Selection Committee is responsible for maintaining the 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 agree to abide by a statement of guiding principles as noted in Appendix A.

PROCESS

Recruitment and Advertising

Administrative positions are advertised for a minimum of six (6) weeks. In unusual or extenuating circumstances, the time frame may be reduced to not less than four (4) weeks with the approval of the President or Chancellor and the Vice Chancellor of Human Resources and Equal Opportunity. Where adequate pools of qualified candidates has been demonstrated by strong applicant response in shorter time periods for a particular position or discipline, the posting period may be reduced with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity.

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 provided to colleges,

universities, and organizations committed to providing equal employment opportunities to a wide range of applicants and to organizations committed to serving underrepresented candidates.

In addition, position announcements are posted to online recruitment sites identified as part of "core advertising" strategies, 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. 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.

Applications

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

Employment Services will review the composition of the applicant pool to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures. If necessary, the application closing date shall be extended and additional recruitment shall be conducted. (A "monitored group" means those groups identified by state and federal regulations for which goal development and reporting are required.) After the pool is approved, Employment Services shall forward all complete online applications to the Search Committee for screening.

Screening

Screening criteria and interview questions must be completed and approved by the Equal Opportunity Representative before the Search Committee can access the applications. Screening criteria must be job related and are developed from the position description and the qualifications and requirements listed in the position announcement. Screening criteria help members to review each application objectively. The screening criteria must be listed on an appropriate screening form that must be used by each member of the Committee. Each committee member must participate in the screening process.

The Committee selects applicants to interview who will best meet the needs of the students, the division, the College and/or the District. Committees will consider the other special needs of the division/department/program and the student population to be served in the selection of candidates.

The Equal Opportunity Representative reviews the pool selected for interviews with the college diversity office to insure that no screening or selection criteria has adversely affected any monitored group. The Equal Opportunity Representative and the College diversity coordinator may recommend 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 and

Equal Opportunity or his/her designee regarding the overall composition of the applicant pool and the screening criteria or procedures that have produced an adverse impact. The Committee may decide to interview additional candidates or recommend that further recruitment be initiated before proceeding.

Interviews

Interviews are scheduled by the Chair of the Search Committee. Each candidate must be provided the same interview information and offered a choice of interview times whenever possible.

All members of the Search Committee must be present for all interviews. If a member misses an interview, that committee member is removed from the Search Committee.

Each member of the Committee documents the interview in a format agreed upon by the Committee.

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

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 or re-open the search.

The Search Committee identifies two or more candidates to meet with the Selection Committee for further assessment.

The Equal Opportunity Representative reviews the finalist pool to determine whether any selection criteria or procedures used in the interview phase has had an adverse impact on any monitored group. If the Equal Opportunity Representative believes that adverse impact exists, he/she shall consult with the Committee Chair, the diversity coordinator and the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee to determine whether additional steps should be taken to ensure equal employment opportunity.

An unranked list of finalists is forwarded to the President who convenes the Selection Committee. As noted above any exceptions to this process must be approved by the President and/or Chancellor or their designees. The Search 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.

Reference Checking

Reference checks must be completed in accordance with the policies and principles of equal opportunity. Reference information must be held in strict confidence within the committee.

Final Selection

The President (Vice Chancellor or Chancellor) will make the final decision on the candidates and forward the selected candidate to the Chancellor for recommendation to the Board.

The President or his/her designee 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.

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

APPENDIX A

ADMINISTRATIVE

EMPLOYMENT POLICY AND HIIRNG PROCEDURES

GUIDING PRINICIPLES 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 students 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 and 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.