

**Coast Community College District
ADMINISTRATIVE PROCEDURE**

Chapter 7
Human Resources

AP 7120B Recruitment and Selection for Management Employees

References:

Education Code Sections 87100 et seq., 87400, and 88003;
Title 5 Sections 53020 et seq.;
Accreditation Standard III.A
BP/AP 7110

Management Employee Positions

The Chancellor, in consultation with the college presidents and/or vice chancellors of the District, shall determine the need for permanent and interim educational administrator and classified manager hiring.

Management positions, for purposes of these procedures, refer to Vice Presidents, all Educational Administrators below the level of Vice Presidents, and Classified Managers.

The District will ensure that all phases of the management recruitment and selection processes are in alignment with applicable Education Codes, Title 5 Regulations, and Board-approved hiring policies.

A Search Committee will be formed at the beginning of each hiring process. It is the responsibility of the College Office of Personnel Services or the District Office of Human Resources, as applicable, to ensure that policies and procedures for recruiting, screening, and selecting managers are reviewed with the hiring manager, the Search Committee, and members serving on the Selection Committee.

RECRUITMENT

Development and Distribution of Job Announcements

1. The draft job specification and announcement will be developed by the District Office of Human Resources or College Personnel Services in collaboration with the College President or hiring manager, depending upon the nature of the position. The Academic Senate (for the respective Vice Presidents and Educational Administrators) will be offered ten (10) work days to review a draft of the job specification and announcement to suggest modifications to the Search Committee. Work days are defined, for purposes of these recruitment and selection procedures, as weekdays the District is open for business.

The final announcement will include the following information:

1. Major duties of the position as specified in the approved District job specification.
2. The minimum qualifications for the position including any job specific requirements mandated by law. The qualifications will also include statements relating to assessing sensitivity to diversity as prescribed by Title 5 and the "Minimum Qualifications for Faculty and Administrators," published by the State Chancellor's Office.
3. Desirable qualifications of the position that clearly render the applicant better able to perform the job, and are bona fide occupational qualifications directly related to the job.
4. The District Office of Human Resources and the College Personnel Services Director will review the job description for accuracy, clarity, and consistency with legal requirements and District policy, and will prepare and publish a final job announcement that includes complete information regarding the application procedure and requirements.

Announcement of the Position

The position, once opened, will be posted for a minimum of twenty (20) work days for permanent management positions and ten (10) work days for interim management appointments. The minimum recruitment period for permanent positions will be extended for an additional fifteen (15) work days when the applicant pool has fewer than six (6) applicants. The College Personnel Director will work through the Manager of Recruitment Services in the Office of Human Resources to post the extension of the recruitment period.

In the event of fewer than six applicants, and after an extension of the recruitment period, the hiring manager will meet with the full committee to discuss and explore alternatives. Alternatives would include: (a) an agreement, based on additional or clarifying information from the hiring manager, that the committee will continue the process; (b) a determination of the need for an immediate new search or (c) a determination to discontinue the process and defer opening for a period of time. If the committee and the hiring manager do not reach an agreement on how best to proceed, the Vice Chancellor of Human Resources will be consulted and will assist in making the final determination.

All announcements will include a statement of the District's commitment to being an equal opportunity employer. Announcements will be broadly circulated in the following manner to attract a diverse applicant pool:

1. Full recruitment of open positions will be advertised using a variety of media outlets.

2. All positions open for full recruitment will be advertised on the California Community College Registry and the District jobs website.
3. Positions open for in-house only recruitments, in circumstances permitted under Title 5, will be advertised for a period of not less than ten (10) work days on the District jobs website.
4. Announcements for full and in-house only recruitments will be circulated to District constituencies electronically and through bulletin board postings.

Application Requirements

Applications, including all requested materials, will be submitted to the District Office of Human Resources, through the job application link at www.cccdjobs.com.

1. A complete application packet must include the following:
 - a. District application, electronically submitted by the applicant;
 - b. Résumé;
 - c. Cover letter and/or Letter of Application;
 - d. Equivalency application for educational administrators, if applicable (See Management Equivalency Process).
 - e. Additional documentation as requested, examples include the following:
 - i. Copy of official academic transcripts
 - ii. Official documentation of current licenses/certificates, as required for the position
 - iii. Answers to required supplemental questions
 - iv. Professional references
2. Applicants are solely responsible for ensuring that application packets are complete when submitted. Materials will not be accepted after the closing date unless otherwise specified on announcements for positions posted as “open until filled.”
3. Applicants unable to complete the on-line process may seek assistance from the District Recruitment Office, up until 5 p.m. on the posted announcement deadline date.
4. Applicants applying for more than one position must submit a separate and complete application packet for each position of interest.

Search Committee

The College President or hiring manager will review the requirements for committee composition and will facilitate the appointment process of Search Committee members accordingly, with the guidance and assistance of the Equal Employment Opportunity (EEO) Recruitment Coordinator.

Search Committee members will be appointed by constituent groups as outlined in Sections VI - VIII entitled "Composition of Search Committees." Formation of the Search Committee will occur prior to the posting of the job announcement:

1. Constituency groups will have ten (10) work days to assign a representative to the search committee. If a constituency group does not assign a representative by the deadline, that group will forfeit participation in the search process.
2. All Search Committee members will be voting members. An EEO Recruitment Coordinator will serve as a non-voting advisor to the Search Committee.
3. In order to serve as a member of a Search Committee, a committee member must commit to participating in each phase of the process.
4. Search Committee members will honor the established search timelines in order to ensure timely selection.
5. In the event a committee member is unable to continue serving, no additions or replacements to the committee membership will be made after the interview process has begun.

The initial meeting of the Search Committee will be convened by the hiring manager and the EEO Recruitment Coordinator. All meetings of the Search Committee, including candidate interviews, will be scheduled with consideration for committee members' work schedules. During the orientation meeting, the EEO Recruitment Coordinator will provide each member of the committee with a copy of the hiring procedures and training on the EEO laws and guidelines.

The committee and the hiring manager will review the list of applicants and be required to sign a Confidentiality and Conflict of Interest Form to ensure that all candidates will be treated fairly and consistently throughout the process. Pursuant to the District Nepotism Policy, all personal relationships with applicants will be disclosed on the Confidentiality and Conflict of Interest Form which will be provided to the EEO Recruitment Coordinator.

Search Committee Responsibilities

Prior to review and consideration of application materials, the Search Committee, through consultation and approval of the College or District EEO Recruitment Coordinator, will develop, for the first interview, the screening criteria, interview questions, including, but not limited to, at least one scenario question, and a job-related writing exercise, for use in evaluating candidates against the advertised job announcement. The Search Committee will be responsible for the following:

1. Support the pursuit of diversity throughout the search process;
2. Elect a chair from among the committee membership;

3. Ensure that materially incomplete applications are not considered;
4. Examine application packets for evidence of candidate qualifications as advertised in the job announcement to ensure minimum qualifications for the position have been satisfied (can be examined by the full committee or a subset of the group as determined by the committee);
5. Determine which applicants will be invited for an interview based on the cumulative results of the paper-screening process;
6. Treat each applicant equitably, respectfully, conscientiously, and consistently present agreed-upon questions to each applicant;
7. Honor the confidentiality and integrity of the process, during and after conclusion of the process.

Search Committee members will be afforded the opportunity to report process infractions and seek remedy as specified in the procedures.

Search Committee Chair Responsibilities

The Search Committee Chair will be responsible for the following:

1. Schedule and facilitate all meetings of the Search Committee;
2. Represent the interests, concerns, and recommendations of the Search Committee to the hiring manager and EEO Recruitment Coordinator;
3. Ensure screening and scoring materials are submitted to the Director of Personnel Services or the District Manager of Recruitment Services;
4. Work with the Director of Personnel Services, or District Manager of Recruitment Services or designee, on all candidate notifications;
5. Serve as the Search Committee's representative on the Selection Committee.

EEO Recruitment Coordinator Responsibilities

The EEO Recruitment Coordinator will be trained in EEO regulations, serve as an advisor to the committee, and monitor the process but not participate in paper screening or rankings for the selection of candidates. To ensure compliance with Board Policy and EEO requirements, the EEO Recruitment Coordinator will be responsible for the following:

1. Provide training to committee members on EEO requirements including District Hiring Policy and Procedure, and Nepotism Policy and Procedure;
2. Review paper screening criteria, supplemental questions, and interview questions;

3. Review protocols for a candidate's presentation, writing sample, and/or other performance indicators appropriate for the position;
4. Review parameters for conducting interviews and administration of job-related performance exercises;
5. Assist with establishing job-related interview questions;
6. Assist and advise Search and Selection Committees throughout all aspects of the hiring process.

Hiring Manager Responsibilities

The hiring manager will be responsible for the following:

1. Request position for recruitment;
2. Meet with EEO Recruitment Coordinator for notice of vacancy;
3. Coordinate selection of the Search Committee;
4. Meet with the Search Committee to outline expectations and review job description;
5. Be available for Committee deliberations if needed;
6. Conduct second interviews of finalists;
7. Authorize and/or perform reference checks at conclusion of second interviews prior to making an offer of employment;
8. Offer the position to the successful candidate;
9. Ensure placement on the Board Agenda for approval.

Search Process

In consultation with the College Personnel Services Office or District Office of Human Resources, the committee will determine the calendar for the steps in the search process, including the days and times of all committee meetings and an interview schedule sensitive to the needs of applicants and members of the Search Committee.

Each eligible applicant who meets minimum qualifications will be independently assessed by each member of the screening committee, or a subcommittee of three (3) or more, using the rating criteria developed by the committee.

Committee members will not discuss ratings, rankings, or recommendations of candidates until all evaluations have been completed by each committee member.

Following the independent assessment, the committee will discuss the ratings and evaluate the merits of the candidates to determine if there is an adequate pool of qualified candidates with which to proceed to the interview phase. If yes, the committee will determine which candidates to invite for interview.

If the pool is deemed inadequate by the committee, the Committee Chair will discuss the matter with the hiring manager and the EEO Recruitment Coordinator. In such an event, the hiring manager will meet with the full committee to discuss and explore alternatives. Alternatives would include: (a) an agreement, based on additional or clarifying information from the hiring manager, that the committee will re-evaluate the current pool for possible continuation of the process; (b) a determination of the need for an immediate new search; or (c) a determination to discontinue the process and defer opening the position for a period of time. If the committee and the hiring manager do not reach an agreement on how best to proceed, the Vice Chancellor of Human Resources will be consulted and will assist in making the final determination.

Selection of Candidates for First Interview Process

When a pool of candidates is deemed to have a sufficient number of qualified applicants, the Search Committee will select candidates for interview.

Candidates selected for an interview will be contacted by the EEO Recruitment Coordinator. The College Personnel Services Office or the District Office of Human Resources will notify the candidates not selected for an interview.

All interview questions and job-related exercises will be the same for each candidate.

Committee members will independently assess each candidate using the rating criteria developed by the Search Committee.

Selection of Finalists for Second Interview Process

The committee discussion will focus on the strengths and weaknesses of the candidates and, following that discussion, the committee will endeavor to select three (3) to five (5) candidates to be recommended as finalists to the hiring manager. The unranked list of finalists will be forwarded to the hiring manager and Selection Committee.

If the Search Committee is unable to recommend a minimum of three (3) or a maximum of five (5) finalists, the committee chair will consult with the hiring manager to clarify the rationale for the number of finalists recommended. If, after discussion, the hiring manager is not satisfied with the number of finalists, the hiring manager will meet with the full committee to discuss alternatives and together determine how best to move forward.

In the case of an unresolved disagreement between the committee and the hiring manager over fewer than three (3) finalists, the hiring manager may (a) begin a new search and post an announcement, or (b) discontinue the process and defer opening for a period of time. If this position is opened within a six months time frame, the manager will have the option to reconvene the same Search Committee for the second recruitment effort. Any changes to committee participants will be requested through the impacted constituent group.

Selection Committee

The hiring manager will form a Selection Committee to conduct second interviews of finalists. The Selection Committee will consist, at a minimum, of the hiring manager and the Chair of the Search Committee. The non-voting EEO Recruitment Coordinator will also be present to serve as an advisor to the Selection Committee. Second interviews for Vice Presidents and Educational Administrators will also include a faculty member from the Search Committee (if a faculty member is not serving as the Chair). The hiring manager will have discretion with regard to the number and position of any additional Selection Committee members; however, it is encouraged that additional members represent a balance of constituent groups or those interfacing most closely with the position.

The Selection Committee will review the list of finalists and be required to sign a Confidentiality and Conflict of Interest Form prior to the interview, to ensure that all candidates will be treated fairly and consistently throughout the process. Pursuant to the District Nepotism Policy, all personal relationships with applicants will be disclosed on the Confidentiality and Conflict of Interest Form which will be provided to the Recruitment Coordinator.

Selection Committee Responsibilities

The Selection Committee members will be responsible for the following:

1. Support the pursuit of diversity;
2. Respect the work of the Search Committee by interviewing every applicant forwarded by the Search Committee for consideration (unless the applicant declines the invitation to interview);
3. Develop an interview schedule that is sensitive to the needs of applicants and the needs of every member of the Selection Committee;
4. Discuss and develop job related interview questions, including scenario questions;
5. Treat each applicant equitably, respectfully, and conscientiously;
6. Honor the confidentiality and integrity of the process.

Selection Process

The Selection Committee will conduct final interviews and discuss strengths, weaknesses, and opportunities for growth for each candidate. The hiring manager will select the candidate he/she determines is best suited for the position.

After a candidate is selected, the following will occur:

1. Reference checks will be conducted prior to notifying the successful candidate.
2. The hiring manager will confirm the candidate's acceptance and start date, contingent upon Board approval.
3. Salary placement for the selected candidate will be recommended by the College President, or if above mid-range, the Vice Chancellor of Human Resources, following a review of salary history.
4. If the position is at the college level, the College President will be notified prior to notification to the District Office of Human Resources.
5. If the position is at the District level, the Vice Chancellor of Human Resources will be notified of the selected candidate.
6. All recommendations for manager appointments and salary placement will be forwarded to the Chancellor for recommendation to, and authorization by, the Board of Trustees.
7. Upon notification by the hiring manager that a candidate has accepted the position, the College Director of Personnel Services or Manager of Recruitment Services will notify the remaining candidates in writing of the hiring decision.
8. In the event the successful candidate does not accept the offer of employment, the hiring manager in consultation with the Selection Committee, College President, appropriate Vice Chancellor (for District level positions), or designee, will determine the next action to be taken.
9. If after the conclusion of the final interviews the hiring manager determines that there is not a sufficient match between finalists and the needs of the college or District, the hiring manager will discuss his/her decision to not employ one of the finalists with the Selection Committee, and inform the Search Committee.

Note: Infractions reported by Search and Selection Committee members will be investigated by the Director of Personnel Services or Director of Human Resources and reported to the College President, and/or the Vice Chancellor of Human Resources, for appropriate corrective action, including stopping or invalidating the process, if warranted. Candidates alleging discrimination will be informed of their rights to file complaints and seek remedy through the EEOC or DFEH.

Search Committee Composition

VICE PRESIDENTS

The composition of the Search Committee for the position of Vice President, as specified below, will be broadly reflective of the college community, and include departments within the scope of assigned responsibility for the manager being hired:

- Two (2) faculty representatives appointed by the Academic Senate
- One (1) faculty representative appointed by the Coast Federation of Educators (CFE), preferably from the impacted college
- One (1) part-time faculty representative appointed by the Coast Community College Association/California Teachers Association (CCCA), preferably from the impacted college
- One (1) classified representative appointed by the Coast Federation of Classified Employees (CFCE), preferably from the impacted college
- One (1) classified or confidential representative appointed by the President of the college in consultation with Classified Council or the Association of Confidential Employees (ACE)
- One (1) student representative, contingent upon student interest in the position and availability to serve, appointed by the college's associated student government
- One (1) management representative appointed by the Coast District Management Association (CDMA), preferably from the impacted college
- Two (2) management representatives appointed by the College President

TOTAL: 10

The Search Committee chair will be elected by the members of the committee.

Ex-Officio/Advisor: College Director of Personnel Services, or designee, or the Administrative Director of Human Resources or designee to serve as the non-voting EEO Recruitment Coordinator

Search Committee Composition Educational Administrators

(Below VP Level)

The composition of the Search Committee for Educational Administrators, as specified below, will be broadly reflective of the college community, and include departments within the scope of assigned responsibility for the manager being hired:

- Two (2) faculty members appointed by the Academic Senate*
- One (1) faculty representative appointed by the Coast Federation of Educators (CFE), preferably from the impacted college*
- One (1) part-time faculty representative appointed by the Coast Community College Association/California Teachers Association (CCCA), preferably from the impacted college*

- One (1) classified representative appointed by the Coast Federation of Classified Employees (CFCE), preferably from the impacted college
- One (1) classified or confidential representative appointed by the Classified Council in consultation with the Association of Confidential Employees (ACE)
- One (1) management representative appointed by the Coast District Management Association (CDMA), preferably from the impacted college
- Two (2) management representatives (at least one Division Dean) appointed by the College President*
- One (1) student representative, contingent upon student interest in the position and availability to serve, appointed by the College's associated student government, who is preferably enrolled in classes in the division in which the administrator is being hired

TOTAL: 10 Members

*Note for recruitment of Deans working in Divisions with a minimum of three (3) full-time faculty members: If constituent group appointments do not result in three (3) faculty representatives from the Division, the hiring manager will request one (1) additional appointment be made by the Academic Senate; and the Senate will appoint one (1) additional faculty representative from the Division. The hiring manager will also, concurrently, appoint one (1) additional manager.

The Search Committee chair will be elected by the members of the committee.

Ex-Officio/Advisor: College Director of Personnel Services, or designee, or the Administrative Director of Human Resources or designee to serve as the non-voting EEO Recruitment Coordinator

Search Committee Composition Classified Managers

The composition of the Search Committee for Classified Managers will consist of a minimum of five members, broadly reflective of the college or District, selected from constituent groups as indicated below:

- One (1) management representative appointed by the hiring manager
- One (1) management representative appointed by the Coast District Management Association (CDMA)
- One (1) classified representative appointed by the Coast Federation of Classified Employees (CFCE)
- One (1) classified representative appointed by Classified Council, preferably from the impacted department
- One (1) confidential representative appointed by the Association of Confidential Employees (ACE), contingent upon ACE's interest in the position*
- One (1) faculty representative appointed by the Coast Federation of Educators (CFE) contingent upon faculty interest in the position*
- One (1) faculty member appointed by the Academic Senate contingent upon faculty interest in the position*

- One (1) part-time faculty representative appointed by the Coast Community College Association/California Teachers Association (CCCA), contingent upon CCCA interest in the position*
- One (1) student representative appointed by the college's associated student government, or in the case of the District Office, selected by the District Student Council, contingent upon student interest in the position and availability to serve,*

TOTAL: *5-9 Members

*If this position does not have routine interaction with students or faculty at large, membership on the committee may be adjusted accordingly. However, if there are only four (4) initial appointees to the Search Committee, the hiring manager will make an appointment from a group not already represented, to ensure broad representation and a minimum of five (5) committee members.

The Search Committee chair will be elected by the members of the committee.

Ex-Officio/Advisor: College Director of Personnel Services, or designee, or the Administrative Director of Human Resources or designee to serve as the non-voting EEO Recruitment Coordinator

Acting Management Appointment Guidelines

The following guidelines serve as a framework for making an immediate appointment to management positions that need to be filled on a short-term, temporary basis as a result of unforeseen circumstances such as illness, leaves of absence, etc.

More specifically, an Acting appointment is a temporary appointment to act as a substitute where the incumbent remains employed in the position but is not available to fulfill the responsibilities due to an emergency, illness, approved leave of absence, administrative leave, or back-filling for an administrator serving in an interim assignment. In such circumstances, another employee of the Coast Community College District (District), or potentially an independent contractor, may serve in an acting capacity for the time necessary to allow the incumbent to resume or vacate the position.

Qualifications and Scope of Authority

An acting appointee must meet minimum qualifications for the position including any job specific requirements mandated by law. Those serving in an acting capacity will be vested with the same scope of authority and responsibility as regular appointments. The rate of pay for such appointments will be in accordance with the rates established for the position being held.

Process for Making Acting Appointments

1. Acting appointments will be for the time necessary to allow the incumbent to resume or vacate the position.

2. Appointments will be made by the senior manager with approval of the College President or Vice-Chancellor of Human Resources, whichever is applicable. Acting appointments resulting in an increase in compensation will require the approval of the Chancellor and subsequent ratification by the Board.
3. The appointed manager will possess a general understanding of the operations and functions of the department, and demonstrated leadership ability.

Interim Management Appointments Recruitment and Selection Guidelines

The following guidelines serve as a framework for management positions that need to be filled on an interim basis as a result of circumstances such as sudden resignation, death, failed searches, etc., where an accelerated selection process is required to fill an immediate need.

An interim appointment is a temporary appointment to a management position that has been vacated and deemed necessary to fill on an interim basis until a permanent appointment is made. An interim appointment will be made through a recruitment process. An interim appointee will serve for the time necessary to allow for full and open recruitment for the position, provided that the interim appointment or series of interim appointments will not exceed two years, the time period allowed under Title 5. Interim appointees may be current District employees or may be from outside the District.

Qualifications and Scope of Authority

An interim appointee must meet minimum qualifications for the position including any job specific requirements mandated by law. Those serving in an interim capacity will be vested with the same scope of authority and responsibility as regular appointments. The rate of pay for such appointments will be in accordance with the rates established for the position being held.

Options for Interim Recruitment and Selection

1. **Internal Recruitment** –A vacant position may be filled, through a recruitment process outlined below, on a temporary basis by an individual currently employed by the District. The selected candidate will be someone who is specially trained, experienced, and/or competent to serve in an interim capacity, based on fulfilling the minimum qualifications for the position as defined by the Board of Governors of the California Community Colleges, Title 5 Regulation, licensing agencies, approved job specifications, and/or Policies of the District Board of Trustees.
2. **Full Recruitment** – A vacant position may be filled on a temporary basis by an internal or external candidate, hired for the position, as the result of an open recruitment process as outlined below. The selected candidate must be trained, experienced, and competent to serve in the position and must satisfy the minimum qualifications for the position as specified in Option 1 above. Such temporary appointments will serve as District employees through the term of the

assignment (Educational Administrators will serve through an interim employment agreement), as authorized by the Board of Trustees.

3. **Independent Contractor** – In accordance with Section 53021(c)(7) of Title 5 Regulations, a vacant position may be filled on a temporary contractual basis by an individual not employed by the District, who is specially trained, experienced, and competent to serve in the position, and who satisfies the minimum qualifications for the position as specified in Option 1 above. Appointments may be made following a failed search or based on an urgent requirement, at the discretion of the College President or Chancellor as applicable. Such appointees must serve the District through a professional services contract (independent contractor agreement), with payment terms and services to be rendered specified in the contract as approved by the Board of Trustees.

Process for Making Interim Appointments

Recruitment

1. The hiring manager will draft an assignment description that includes purpose, essential duties, qualifications, duration, and compensation of the position, and will allow opportunity for input by the Search Committee prior to submission to the Vice Chancellor of Human Resources for approval. The Academic Senate (for the respective Vice Presidents and Educational Administrators) will be offered five (5) work days to review a draft of the job specification and announcement to suggest modifications to the Search Committee.
2. Once the interim position/assignment is approved, the District Office of Human Resources will announce the position, for internal or full recruitments, using web-based resources.
3. Interested candidates will have ten (10) work days to apply.
4. Candidates will be required to submit application materials in the manner identified on the job announcement. At a minimum, materials will include a letter of interest, résumé, and references.

Evaluation of Candidates

1. A Search Committee will be established as outlined in the section entitled, "Search Committee Formation and Responsibilities."
2. The Search Committee and the hiring manager will review the list of applicants and be required to sign a Confidentiality and Conflict of Interest Form to ensure that all candidates will be treated fairly and consistently throughout the process. Pursuant to the District Nepotism Policy, all personal relationships with applicants will be disclosed on the Confidentiality and Conflict of Interest Form which will be provided to the EEO Recruitment Coordinator.

3. The Search Committee will review application materials submitted by the stated deadline and select candidates for interview.
4. Interviews will be conducted by all the members of the Search Committee. The committee will decide, in advance of the interviews, the questions to be asked of candidates.

Selection and Appointment

1. After deliberation, the Search Committee will recommend no fewer than three (3) candidates, unranked, to the hiring manager.
2. If the Search Committee is unable to recommend a minimum of three (3) finalists, the hiring manager will meet with the full committee to discuss and explore alternatives. Alternatives would include: (a) an agreement, based on additional or clarifying information from the hiring manager, that the committee will re-evaluate the current pool for possible continuation of the process; (b) an agreement to proceed with fewer than three (3) finalists; (c) a determination of the need for a new search; or (d) a determination to discontinue the process. If the committee and the hiring manager do not reach agreement on how best to proceed, the Vice Chancellor of Human Resources will be consulted and will assist in making the final determination.
3. When the Search Committee and the hiring manager reach agreement regarding the number of finalists, the hiring manager will select the candidate he/she determines is best suited for the position from the list of forwarded finalists.
4. If the hiring manager determines that there is not a sufficient match between candidates and the needs of the college or District, the manager will notify the Search Committee of his/her decision to not employ one of the finalists.
5. When a candidate is selected, the candidate's appropriate paperwork is submitted to the District Office of Human Resources to prepare the hiring recommendation to the Chancellor for approval and subsequent ratification by the Board.
6. Following the final selection, successful and unsuccessful candidates will be notified in a timely manner.

Search Committee Formation and Responsibilities

Search Committees for interim positions will consist of a minimum of four (4) members. All constituency groups outlined in item #5 (below) will be contacted. If there are fewer than four (4) initial appointees to the Search Committee, the hiring manager will make an appointment, from a group not already represented, to ensure broad representation and a minimum of four (4) committee members.

1. The Chair will be elected by the Search Committee.

2. Search Committees should reflect diversity and support the pursuit of diversity throughout the process.
3. The composition will also be representative of constituent groups to ensure broad based input.
4. The composition of the committee must be discussed with the designated campus or District EEO Recruitment Coordinator or designee, or in his/her absence the appropriate administrator or designee.
5. Appointments of committee members will be made by constituency groups, as indicated below, within five (5) work days of the request.
 - One (1) Management appointment made by the hiring manager
 - One (1) Management appointment made by CDMA
 - One (1) CFE appointment
 - One (1) CFCE appointment
 - One (1) Academic Senate appointment for Educational Administrators and Vice Presidents, and for classified manager positions having routine contact with faculty (contingent upon faculty interest in the position)
 - One (1) CCCA appointment for Educational Administrators and Vice Presidents, and for classified manager positions having routine interaction with part-time faculty (contingent upon CCCA interest in the position)
 - One (1) Student for positions having routine contact with students, (contingent upon student interest in the position and availability to serve)
6. If four (4) representatives have been appointed and a remaining constituency group does not assign a representative by the deadline, that group will forfeit participation in the search process.
7. All Search Committee members will be voting members. An EEO Recruitment Coordinator will serve as a non-voting advisor to the Search Committee.
8. In order to serve as a member of a Search Committee, a committee member must commit to participating in each phase of the process.
9. Search Committee members will honor the accelerated timelines in order to ensure timely selection.

Search Committee members must commit to honoring the confidentiality and integrity of the process, during and after conclusion of the process.

Renumbered from CCCD AP 7888

Renumbered from CCCD Policy 090-1-10, Spring 2011

Ratified December 11, 2013

Ratified March 5, 2014