

# **Coast Community College District ADMINISTRATIVE PROCEDURE**

## **Chapter 7 Human Resources**

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### **AP 7120D Recruitment and Selection for Confidential Employees**

#### **References:**

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

The Confidential Employee Recruitment and Selection Procedures apply to all employees serving in positions that are deemed confidential positions as indicated in 7240 titled Confidential Employees, and are placed on the District "JJ" salary schedule.

The District Office of Human Resources and/or the College Human Resources Office will ensure that all phases of the confidential staff 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. The Search Committee composition will be reviewed by the College Human Resources Office or the District Office of Human Resources, as applicable, to ensure committee compliance with Board Policy and EEO requirements. Recruitment and selection procedures for confidential staff will be reviewed with all members of the Search and Selection committees.

#### **I. RECRUITMENT**

Consistent with Board Policy 3420 and the District's diversity and equity goals, recruitment shall be a proactive process intended to attract a robust pool of candidates with diverse backgrounds, and promote a welcoming and inclusive hiring process for individuals with a wide variety of experiences. The District will comply with Equal Employment Opportunity ("EEO") as set forth in Board Policy 3420 and Administrative Procedure 3420.

As a District, we are invested in cultivating and maintaining a work environment where equity and mutual respect are intrinsic by valuing individuals and groups from all backgrounds, demographics, and experiences. Individual and group differences can include, but are not limited to, the following dimensions: race, ethnicity, national origin or ancestry, citizenship, immigration status, sex, gender, sexual orientation, physical or mental disability, medical condition, genetic

information, marital status, registered domestic partner status, age, political beliefs, religion, creed, military or veteran status, socioeconomic status, and any other basis protected by federal, state, or local law.

### **Development and Distribution of Job Announcement**

1. The draft job specification and announcement will be developed by the District Office of Human Resources or College Human Resources Office in collaboration with the hiring manager.
2. The final announcement will include the following information:
  - a. Major duties of the position as specified in the approved District job specification.
  - b. The minimum qualifications for the position including any job specific requirements mandated by law.
  - c. Desirable qualifications of the position that clearly render the applicant better able to perform the job, and are occupational qualifications directly related to the job.
3. The College Human Resources Director, if applicable, and the District Office of Human Resources will review the job description for accuracy, clarity, and consistency of duties with Board approved job specifications as well as legal requirements and District policy. The District Office of Human Resources will prepare and publish the final job announcement that will include complete information regarding the application procedure and requirements.

### **Voluntary Transfer Process**

When the District Office of Human Resources receives authorization to fill a job vacancy, confidential employees who are on the transfer list will be given the opportunity of a lateral (or lower classification) transfer and will be contacted by Human Resources to schedule an interview between the employee and the supervisor. If desired, the supervisor may establish a committee to participate in the interview(s) of those seeking transfer.

The supervisor (or committee) shall follow an interview procedure that is fair to all candidate(s) and may include, but not be limited to, appropriate oral presentations, writing samples, or other performance indicators related to the essential responsibilities of the position. The supervisor (or committee) shall evaluate candidates based on knowledge and competence, commitment to service, and potential contributions to the department and District.

Meeting minimum qualifications for a position is not a guarantee for receiving a requested transfer.

When the supervisor (or committee) conducts interviews, a written record of interview notes shall be maintained. Following consideration of the candidate's strengths and areas of growth as related to the position, the supervisor (or committee) shall forward all documentation to the District Office of Human Resources that indicates a) the transfer is to be offered to the confidential employee, or b) the position will be opened for advertising to the general public and the confidential employee may apply.

If a confidential employee is offered a transfer, the employee must respond within 24 hours as to whether they wish to accept the position.. Once the transfer process is complete, the resulting vacancy will be opened for recruitment, if necessary, to fulfill the requirements of Title 5.

Employees offered a transfer to a different classification or job title than previously held, will be required to serve a 12month probationary period. If a transfer is offered in the same classification, there is no new probationary period

### **Announcement of the Position**

The position, once opened, will be posted for a minimum of ten work days.

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's employment 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 work days on the District's employment website.
4. Announcements for all recruitments will be circulated to District constituencies.

### **Application Requirements**

Applications, including all requested materials, will be submitted to the District Office of Human Resources, through the appropriate District job website.

1. A complete application may include the following:
  - a. District application, electronically submitted by the applicant;
  - b. Resume;

- c. Cover letter and/or Letter of Application;
- d. 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 applications are complete when submitted. Materials will not be accepted after the closing date and time posted on the job announcement.
- 3. Applicants may seek assistance with the online process from the District Recruitment Office or the College Recruitment Office, if applicable, 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 for each position of interest.

## II. **SEARCH COMMITTEE**

The 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 Human Resources Coordinator.

Search Committees for confidential positions shall include a proportionate total number of confidential and classified staff to the total number of other committee representatives, meaning that no constituent group shall have a greater number of representatives than the confidential and classified employees. At least one Confidential member and one classified member will be selected for the Search Committee. Further, the Search Committees shall not include hourly staff and shall not normally include probationary staff. Selection of confidential committee members shall be primarily on the basis of knowledge of the requirements of the open position.

- 1. All Search Committee members will be voting members. The Human Resources Coordinator will serve as a non-voting advisor to the Search Committee.
- 2. In order to serve as a member of a Search Committee, a committee member must commit to participating in each phase of the process.

3. Search Committee members will establish a search timeline to ensure a timely selection process.
4. 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.
5. Diverse Search Committees will be encouraged whenever possible.

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

The Search Committee 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 Anti-Nepotism Board Policy, all personal relationships with applicants will be disclosed to the Human Resources Coordinator.

### **Search Committee Responsibilities**

Prior to review and consideration of application materials, the Search Committee, through consultation and approval of the College or District Human Resources Coordinator, will develop the screening criteria, interview questions, and other assessments which may include, but not be limited to, at least one scenario question, and a job-related writing exercise, oral presentations, technology assessments or other performance indicators for use in evaluating candidates against the advertised job announcement. The Search Committee will be responsible for the following:

1. Support the District's commitment to the pursuit of diversity throughout the search process.
2. Elect a chair from among the committee membership.
3. Ensure that incomplete applications are not considered.
4. Adhere to agreed upon screening criteria, interview questions, and/or rubric of performance evaluations.
5. Examine application materials for evidence of applicant 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, to include at least one confidential staff member, as determined by the committee.)
6. Determine which applicants will be invited for an interview based on the cumulative results of the screening process.
7. Treat each applicant equitably and respectfully.
8. Preserve confidentiality and integrity 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 may be responsible for the following:

1. Assist the Human Resources Coordinator in scheduling and facilitating all meetings of the Search Committee.
2. Represent the interests, concerns, and recommendations of the Search Committee to the hiring manager and/or Human Resources Coordinator.
3. Ensure screening and scoring materials are submitted to the Human Resources Coordinator or designee.
4. Serve as the Search Committee's representative on the Selection Committee.

### **Human Resources Coordinator Responsibilities**

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

1. Assist the hiring manager with facilitating the appointment of committee members.
2. Provide training to committee members on EEO requirements including appropriate Federal and State laws, District Hiring Policy and Procedure, and Anti-Nepotism Policy and Procedure on or before the committee orientation.
3. Assist with establishing job-related interview questions.
4. Review and approve committee established screening criteria, supplemental questions, interview questions and/or performance assessments.
5. Ensure protocols for a candidate's presentation, writing sample, and/or other performance indicators are appropriate for the position and a scoring rubric is established.
6. Review parameters for conducting interviews and administration of job-related performance exercises.

7. Assist and advise Search and Selection Committees throughout all aspects of the hiring process.
8. Ensure all recommendations for confidential staff appointments and salary placement are forwarded to the District Office of Human Resources for recommendation to, and authorization by, the Board of Trustees.

### **Hiring Manager Responsibilities**

The hiring manager will be responsible for the following:

1. Request position for recruitment.
2. Meet with Human Resources Coordinator for notice of vacancy.
3. Coordinate selection of the Search Committee.
4. Meet with the Search Committee to outline job description and performance expectations.
5. Be available for Committee deliberations, if needed.
6. Participate in initial and/or final interviews.
7. Authorize and/or perform reference checks at conclusion of final interviews prior to making an offer of employment, if applicable.
8. Offer the position to the successful candidate.
9. Communicate hiring decision to finalists and internal candidates

### **III. SEARCH PROCESS**

In consultation with the College Human Resources 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.

All applications will be screened by the Search Committee (or subset) to determine if the applicant meets the job required minimum qualifications.

Each eligible applicant who meets minimum qualifications will be independently assessed by each member of the Search 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 an interview.

If the pool is deemed inadequate by the committee, the Committee Chair will discuss the matter with the hiring manager and the Human Resources 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**

Candidates selected for an interview will be contacted by the Human Resources Coordinator. Candidates not selected for the position will be notified.

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.

The Human Resources Coordinator will provide the Search Committee with a summary of the interview scores to assist with the deliberation process.

### **Selection of Finalists for Second Interview Process**

The committee will deliberate and endeavor to select three to five candidates to be recommended as finalists to the hiring manager. The unranked list of finalists will be forwarded to the hiring manager.

If the Search Committee is unable to recommend a minimum of three or a maximum of five 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 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 six months of the recruitment closing date, 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.

#### **IV. SELECTION COMMITTEE**

If the hiring manager did not participate on the Search Committee, they 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 or committee designee. The non-voting Human Resources Coordinator may also be present to serve as an advisor to the Selection Committee. 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 Anti-Nepotism Board Policy, all personal relationships with applicants will be disclosed on the *Confidentiality and Conflict of Interest Form* which will be provided to the Human Resources Coordinator.

#### **Selection Committee Responsibilities**

The Selection Committee members will be responsible for the following:

1. Support the District's commitment to the pursuit of diversity.
2. Interview finalists who were 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, which may include scenario questions.
5. Treat each applicant equitably and respectfully.
6. Honor the confidentiality and integrity of the process.

## V. **SELECTION PROCESS**

The Selection Committee will conduct final interviews and deliberate. The hiring manager will make the selection of the successful candidate.

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. For external candidates, salary placement will be recommended by the hiring manager, or if above mid-range, the Vice Chancellor of Human Resources, following a review of qualifications. For internal candidates, the initial salary will be determined by Human Resources.
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 confidential staff appointments and salary placement will be forwarded to the District Office of Human Resources 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 Human Resources Coordinator or designee 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 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 their 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 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.*

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