

## Chapter 7 – Human Resources

### AP 7124 Recruitment and Hiring – Executive Management Employees (NEW)

#### References:

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

#### Preamble

Mt. San Antonio College will be inclusive of equity and ethnic diversity when hiring qualified executive management employees. The College's mission and goals, strategic planning documents, regional and national accreditation standards, and the College's Equal Employment Opportunity Plan will guide and inform this process.

#### Executive Management Employee Selection Procedures

The following provisions are applicable to all **vice president positions** ~~executive management positions, excluding the position of College President/CEO.~~

- A. Vacancy – A Request to Fill Form (for new position or replacement), approved and signed by the College President/CEO, shall be submitted to the Office of Human Resources. Such request should be accompanied by a current job description for the position. The College President/CEO will issue instructions to the Office of Human Resources regarding filling the open position after the position has been verified by Fiscal Services and approved by President's Cabinet.
- B. Recruitment – It is the policy of the College that all vacancies for full-time positions be advertised in and out of the District unless a reduction in force, a reorganization, or business necessity is determined by the College President/CEO. Job announcements will be prepared based on the information contained in the job description and information provided by the hiring manager. Job announcements will be distributed electronically and/or within two working days after the posting of the position. All positions will be advertised in accordance with the EEO Plan. Human Resources shall consult with the hiring manager and the President/CEO to determine how the position will be advertised.
- C. Applications – The application form is the document by which standard information about each applicant is obtained. In addition to the standard form, a supplemental application form may be used to gather specialized job-related information for use in the screening process. All applicants shall submit completed application forms, a resume, cover letter, transcripts verifying college work completed and degree earned, letters of recommendation, and other pertinent information, as required. In addition, the applicant may include other pertinent materials to be used in the screening process. All application materials shall be submitted to the Office of Human Resources and will become property of Mt. San Antonio College and will not be copied and/or returned. All recruitment materials will be kept on file for three years.

Applications submitted by the initial screening deadline of the job posting shall be reviewed for complete documentation and screened for minimum qualifications by Human Resources.

- D. Training for Screening and Selection Committee Members – Persons serving on a screening and selection committee will be required to participate in EEO screening and selection committee training session within two calendar years of the appointment on a committee.

Individuals who have not received this training will not be allowed to serve on screening and selection committees. Screening and selection committees cannot meet for orientation until all committee members have been appointed and have participated in EEO screening and selection committee training session

Screening and selection committee members who do not complete tasks assigned to the committee or who fail to participate in scheduled meetings will be removed from the committee.

E. Equal Employment Opportunity (EEO) Representatives

EEO Representatives are required to have received specific training in the role of an EEO Representative within two calendar years of the appointment on a committee. EEO Representatives are required to participate in and monitor all phases of the recruitment process, including final interviews. EEO Representatives shall not be under the supervision of the area administrator or committee chair.

Human Resources is responsible for providing the EEO screening and selection committee training. The Campus Equity and Diversity Committee will conduct periodic reviews of the training programs.

Any organization or individual acting on behalf of the District, with regard to the recruitment and screening of personnel, is an agent of the District, and thereby, subject to the requirements, stipulations, and provisions of this the EEO plan.

District employees are trained by Human Resources to assist screening and selection committees in ensuring that all applicants receive fair and equitable treatment and to advise on matters related to compliance with Title 5 EEO Regulations. EEO Representatives provide guidelines and instructions regarding equal employment opportunity, and they attend all meetings of the screening and selection committee to ensure that equal employment opportunity principles are applied at each step in the screening and selection processes. EEO Representatives should be individuals who will most likely be viewed by all committee members and applicants as neutral, free of personal motivations and conflicts of interests, and reasonably free from influence in relation to the particular vacant position. EEO Representatives are non-voting members of the screening and selection Committees and are appointed by Human Resources.

F. Screening and Selection Committees – For each executive management vacancy to be filled, Deputy Director, Human Resources or designee shall authorize the appointment of a screening and selection committee inclusive of campus organizational units. Screening and selection committees shall include a diverse membership, within the limits allowed by California Community College Chancellor's Office, to ensure a variety of perspectives to assess applicants' qualifications. The committee shall be diverse and will foster equity-enriched practices by establishing a diverse Committee membership with regard to ethnic group identification, race, color, national origin, religion, age, gender, disability, ancestry, sexual orientation, language, accent, citizenship status, marital status, economic status, military and veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics every effort to achieve a balanced pool of gender and ethnic representation. The committee shall provide the Deputy Director, Human Resources or designee with a written statement indicating how their committee is diverse. The committee makeup will be constituted as follows:

- One **vice president appointed by the College President/CEO** ~~executive management designated as the hiring manager;~~
- Four managers appointed by the College President/CEO;
- Two faculty members selected by the Academic Senate;
- Two classified employees selected by CSEA 262 bargaining unit;

- Two classified employees selected by CSEA 651 bargaining unit;
- One confidential employee selected by the Confidential representatives;
- The Deputy Director, Human Resources shall be designated as the EEO Representative (non-voting) if there is a potential conflict of interest then the EEO representative shall be designated by the College President/CEO; and
- Optional: One additional member as recommended by the screening and selection committee and approved by the College President/CEO. The additional member approval shall occur before the orientation meeting.

The Deputy Director, Human Resources or designee, will approve the makeup of each screening and selection committee. In cases where the Deputy Director has not affirmed the initially proposed composition of the screening and selection Committee, the Deputy Director shall work with the applicable constituent group(s) to remedy the composition of the committee in accordance with EEO guidelines and applicable provisions of the District's administrative procedures.

Screening and selection committee members who do not complete tasks assigned to the committee or who fails to participate in scheduled meetings will be removed from the committee.

- G. Applicant Screening – All screening and interview materials (screening criteria, interview questions, writing assignments, presentations, etc.) are developed by the screening and selection committee with assistance, as needed, from the Office of Human Resources and are designed to solicit job-related information pertaining to the skills, attitudes, and knowledge of the applicants.

The Office of Human Resources shall review the aggregate data of the applicant pool submitted by the initial screening data, and if the pool is not diverse, Human Resources shall extend the recruitment posting and advertise to draw more diversity. Human Resources shall provide a written explanation for the extension. Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who meet minimum qualifications as part of their consideration for the Committee's overall review. The Screening and Selection Committee shall include at least one diversity and one equity minded screening criteria as part of their evaluation for each applicant. Screening and Selection Committee members should reference the application for answers to the supplemental questions on diversity and equity mindedness to evaluate the screening criteria. Screening and Selection Committees may also reference other sections of the application packet as part of their evaluation on diversity and equity mindedness.

All screening materials must be approved by the Deputy Director, Human Resources or designee for compliance with equal employment opportunity laws and principles. All screening or selection techniques will:

- a) Ensure that meaningful consideration is given to the extent to which applicants demonstrate a sensitivity to and understanding of the diverse backgrounds of community college students, including: ethnic group identification, race, color, national origin, religion, age, gender, gender identity, gender expression, genetic information, disability, ancestry, sexual orientation, marital status, military and veteran status, and medical condition.
- b) Ensure that meaningful consideration is given to the extent to which applicants demonstrate knowledge of multi-culturalism, training in cultural proficiency, and of the history and culture of underrepresented groups and groups that have experienced discrimination in ways relevant to the specific position;
- c) Be based solely on job-related criteria; and

- d) Be monitored by means consistent with this section to detect and address adverse impact which does occur for any protected group.

Through the screening process, the screening and selection committee will select a group of candidates, making every effort to achieve a balanced pool of gender and ethnic representation.

- H. Interviews – After the screening and selection committee has reviewed, evaluated, and determined the applicants moving forward for interviews. The Office of Human Resources will make the necessary arrangements for all interviews. The Office of Human Resources shall review the aggregate data of the applicant pool submitted by the Screening and Selection Committee. If the pool is not diverse, Human Resources shall discuss with the Screening and Selection Committee options to include additional diverse applicants for interviews. The established College interview procedures shall be used in all interviews. Interview questions and related interview assignments are developed by the screening and selection committee with assistance from an Office of Human Resources representative. The interview questions and related interview assignments are designed to solicit job-related information relative to the skills, attitudes, and knowledge of the applicants. Interview questions should be developed to assess the applicant's understanding of and commitment to diversity, equity mindedness, and their level of cultural proficiency, specifically interview questions addressing an applicant's soft skills (i.e. effective communication skills, teamwork, dependability, adaptability, conflict resolution, flexibility, leadership, problem-solving). Interview questions and writing related interview assignments will be approved by the Deputy Director, Human Resources or designee. The time frame for notification should be at least 14 calendar days to allow applicants time to make necessary arrangements.

The screening and selection committee will be notified of the time and place of the interview by the Office of Human Resources. The hiring manager, with assistance from a representative of the Office of Human Resources or the EEO Representative, will moderate the screening and selection committee. The Office of Human Resources representative or the EEO Representative will be available during the interview for any questions or concerns. Members of the screening and selection committee have the professional responsibility of maintaining the confidentiality of all discussions, recommendations, evaluations, rating, and decisions of the committee.

Committee members may provide letters of recommendations or be used as a reference for applicants applying for the position(s) for which they are serving as members. In the event that a committee member provided a letter prior to being selected as a committee member, the committee member may elect to remove themselves from the committee. Committee members who write letters of recommendations shall not discuss the contents of their letter with other committee members.

- H. Final Recommendation – It will be the screening and selection committee's task to recommend two or more applicants for interview by the College President/CEO and their designee(s). The screening and selection committee will draft a summary to the second level committee chair. The summary will include finalist rankings, additional questions, and/or areas the committee would like for the second level committee chair to address with the finalists. Human Resources will provide the summary to the second level committee chair as part of the interview packet for second level interviews. The hiring manager and/or additional committee members from first level interviews may participate at second level interviews along with the College President/CEO and EEO Representative. The College President/CEO will have the responsibility and authority for final selection. The EEO representative shall participate in all final interviews. The College President/CEO will make the final recommendation to the Board of Trustees. In the event that the College President/CEO decides to not recommend any of the final candidates to the Board of Trustees, they shall inform the committee. In such case, the committee will reconvene to determine if it will recommend two or more additional candidates from the interview list,

recommend additional applicants for interview, or recommend recruitment for additional applicants.

- I. Reference Check – The hiring manager or designee will conduct reference checks on each finalist on a form provided by the Office of Human Resources. Reference checks must include at least one question addressing diversity and equity. Reference checks shall be completed prior to final interviews or prior to an offer of employment is made to the finalist.
- J. Record Collection – When the offer of employment has been made by the hiring administrator/manager and accepted by the finalist(s), all recruitment materials will be collected and turned over to the Office of Human Resources representative. Hiring administrator/manager shall defer the finalist to Human Resources for salary discussions. All salary range and step placement shall be determined by Human Resources in accordance with state and federal requirements. It shall be the authority and responsibility of the Office of Human Resources to notify all applicants regarding the selection decisions.

All recruitment records shall be maintained in the Office of Human Resources for a period of 3 years (or as indicated by current State/Federal laws) after the closing of the recruitment.

- K. Position Vacancy – The College President/CEO may determine that, due to business necessity, an executive management position vacancy will not be filled, or that the duties of the vacant position will be assigned to other executive management personnel, or that the vacant position will be filled on a temporary (acting) basis.

In the event that the vacant position or a closely related position was recently filled (during the prior 12 months), candidates from the earlier pool(s) will be allowed to reopen their existing applications for consideration by the screening and selection committee for the interim position. A person serving in an interim position is eligible to apply for the permanent position when it is opened and advertised.

If there are no vacant or closely related positions recently filled (during the prior 12 months), the College shall open an internal recruitment for five business days. The Screening and Selection Committee shall consist of the immediate manager, one faculty member appointed by the Academic Senate, one classified member appointed by the appropriate bargaining unit, and one EEO representative appointed by Human Resources. This committee shall reflect the college's commitment to equity and diversity. Human Resources shall review for minimum qualifications and applicants meeting minimum qualifications shall be interviewed. If a final interview is conducted, it may include a hiring manager and shall include the EEO representative. The appointment of the interim shall coincide with the full and open recruitment for the vacant position.

Approved: