

# Chapter 7 – Human Resources

## AP 7122 Recruitment and Hiring: Management Employees

### References:

Title 5 Section 5301; Education Code Sections 87100 et seq., 87400, and 88003; Accreditation Standard III.A

### Applicant Travel Reimbursement

~~The College is authorized to pay for and/or reimburse necessary traveling expenses to and from the College for candidates who travel to the College for management employment interviews.~~

### Eligibility for Reimbursement

~~Management applicants who must travel 150 miles or more (subject to verification) one way from their residence to the College to interview for the following classifications of positions will be eligible for the reimbursement.~~

### Reimbursable Expenses

- ~~A. The College shall reimburse up to a total of \$500 for actual and necessary traveling expenses associated with the applicant's interview. Any expenses exceeding this amount shall be the applicant's responsibility.~~
- ~~B. Travel may be by air, private or rented automobile, bus, or rail. Expenses for lodging, meals, parking, and incidental expenses, such as cab fare, shall be considered appropriate expenses. Expenses for lodging and meals are subject to approval by the Vice President, Human Resources. It is expected, however, that airline tickets will be booked at coach or tourist class rates.~~
- ~~C. Mileage for using one's own car shall be reimbursed at the appropriate College mileage rate, not to exceed what it would have cost for air fare.~~
- ~~D. Reimbursement is limited to the expenditures incurred by the applicants on behalf of themselves only.~~
- ~~E. The total number of travel days for which lodging and meal expenses may be claimed will normally be limited to one day prior and one day following the interview depending on the distance to be traveled and the time of the interview. Exceptions will be determined by the Vice President, Human Resources in consultation with the appropriate hiring manager(s).~~

### Required Documentation for Reimbursement

~~Applicants shall submit to the Office of Human Resources a Candidate Reimbursement for Interview Form providing all required documentation of expenses within 30 days after completing travel. Original receipts for lodging and carrier expenses must be submitted in order for the applicant to be reimbursed. The Candidate Reimbursement for Interview Form will be authorized by Human Resources.~~

## Preamble

**Mt. San Antonio College will be inclusive of equity and ethnic diversity when hiring qualified 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.**

## Management Employee Selection Procedures

The following provisions are applicable to all management positions, excluding the position of College President/CEO, **Vice Presidents, Chief Technology Officer, Chief Compliance and College Budget Officer; Associate Vice Presidents, and Executive Director, Facilities Planning and Management.**

**The Mt. San Antonio Community College District is committed to the principles of equal employment opportunity and will implement a comprehensive plan to put those principles into practice. It is the District's policy to ensure that all qualified applicants for employment and employees have full and equal access to employment opportunity and are not subjected to discrimination in any program or activity of the District on the basis of 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, 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.**

**The District will strive to achieve a workforce that is welcoming to all persons to ensure the District provides an inclusive educational and employment environment. Such an environment fosters cooperation, acceptance, democracy and free expression of ideas. An Equal Employment Opportunity Plan will be maintained and reviewed on regular basis to ensure the implementation of equal employment opportunity principles that conform to federal and state laws.**

- A. Vacancy - A Request to Fill Form (for new position or replacement), approved and signed by the appropriate Vice President or 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 Vice President or College President/CEO will issue instructions to the Office of Human Resources regarding filling the open position after the position has been approved **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 (~~as defined by Title 5~~) 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 prepared and distributed at the earliest possible date by the Office of Human Resources.~~ **Job announcements shall include the College's statement on their commitment to diversity and equity and shall also include student and employee demographics.**

All positions will be advertised in local newspapers **accordance with the EEO Plan**. ~~The Vice President, Human Resources shall be responsible for determining how the position will~~

be advertised **consult with the hiring manager to determine if additional advertising sites are needed. Job announcements will be distributed electronically and/or within two working days after the posting of the position.**

- 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, a cover letter, transcripts of verifying college work completed and degree earned, ~~a resume~~, letters of recommendation, a complete and thorough response to the diversity and equity supplemental questions, 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 an EEO screening and selection committee training session within two calendar years of the appointment on a committee. Individuals who have not received this training prior to the orientation meeting will not be allowed to serve on screening and selection committees.**

**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.

- D. Screening and Selection Committees - For each management vacancy to be filled, the Vice President Deputy Director, Human Resources shall authorize the appointment of a screening and interview 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, making 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:

- ~~Office of Human Resources Representative, Chairperson (non-voting);~~
- Manager of position to be filled or management designee;
- Two managers appointed by the College President/CEO;
- Two faculty members selected by the Academic Senate;
- ~~One~~ Two classified employee selected by the appropriate union-bargaining unit;
- One confidential employee selected by the Confidential representatives;
- One member recommended by the Office of Human Resources as an EEO Representative (non-voting) advisory; and
- Optional: One ~~Additional member(s)~~ as recommended by the Screening and Selection Committee and approved by the College President/CEO. The President/CEO may determine that both classified bargaining units have an interest in the management position and appoint a ~~second~~ two additional classified employees so that both groups are represented equally.

~~The screening and interview committee will screen all completed applications using job-related criteria. Any committee member who does not complete tasks assigned to the committee or who fails to participate in scheduled team meetings will be removed from the committee. Through this the screening process, the committee will select a group of candidates, making every effort to achieve a balanced pool of gender and ethnic representation.~~

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.

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, 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, of training in cultural proficiency, and 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.

Recruiting, screening, interview, evaluation, and rating and selection procedures shall not be modified without approval by the Deputy Director, Human Resources or designee.

**E.H. Interviews** - After the **Screening and Selection** Committee has screened **reviewed, evaluated, and determined** the applicants down to a reasonable number for interviewing **moving forward for interviews**, the Office of Human Resources will make the necessary arrangements for all interviews. **The Office of Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who were selected for interviews.** The established College interview procedures shall be used in all interviews. Interview questions and writing **related interview** assignments are developed by the hiring manager and **Screening and Selection** Committee with assistance from the Office of Human Resources. The interview questions and writing **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 candidate'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 Vice President **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 interview 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 are prohibited from providing **may provide** letters of recommendations or being 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 members may elect to remove themselves from the committee, or the Office of Human Resources will remove such letter and notify the applicant. **Committee members who write letters of recommendations shall not discuss the contents of their letter with other committee members.**

**F.I. 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 his/her designee(s). A recommendation of fewer than two candidates must be accompanied by a written explanation from the hiring manager **Screening and Selection Committee**. The committee's recommendations and all interview materials must be returned to the Office of Human Resources. 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, he/she shall so 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. **The hiring manager and/or additional committee members from first level interviews may participate at second level interviews along with the College President/CEO or designee and the EEO**

representative. EEO representatives shall not be under the supervision of the secondary administrator/manager, excluding the College President. The Office of Human Resources shall provide the Final Interview Committee with aggregate demographic data for applicants who were selected for final interviews.

J. 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.

K. 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.

L. Board Approval - The College President's/CEO's office will submit the selected applicant's name to the Board of Trustees for final approval. 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.

G. Equal Employment Opportunity—An EEO Representative will ensure that the District's equal employment and non-discrimination policies are followed in screening and interviewing.

HM. Position Vacancy - The College President/CEO may determine that, due to business necessity, or other reasons provided under Title 5 regulations, a management position vacancy will not be filled, or that the duties of the vacant position will be assigned to other management personnel, or that the vacant position will be filled on a temporary (acting) basis for the minimum time necessary to allow for full and open recruitment. The College President/CEO may make such a temporary assignment for up to one full year. If the vacant position is to be filled for a period longer than one full year, the procedures provided herein shall apply. If the College President/CEO designates that the search be conducted for the temporary reassignment of an existing employee, the application, screening, and interview process described in Section I, Interim Management Position, will be used. If the College President/CEO designates that the temporary assignment be filled by an external contracted professional expert, the College President/CEO will conduct the search, select the screening committee, and make the selection. In the case of a vacancy for the position of College President/CEO, the Board of Trustees will designate that the search will be internal or external and will establish its own selection and appointment process.

~~I. **Interim Management Position** — When, due to program expansion or declared vacancy of a management position President's Cabinet approves an interim replacement, every effort will be made to notify College employees of the search for temporary replacement of the vacant position. A screening committee will be established consisting of the manager of the vacant position, up to two managers appointed by the College President/CEO, up to two faculty appointed by the Academic Senate, and one classified employee. The screening committee shall define criteria for selection based on duties and responsibilities in the position announcement to be used in screening applicants. The committee shall also utilize the established College interview procedure in conducting all interviews. Candidates shall be recommended to the College President/CEO or appropriate vice president, as appropriate, for final selection.~~

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.**

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