



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
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**SELECTION PROCEDURES FOR ACADEMIC MANAGERS**

The following practices shall be followed for all academic management positions.

In compliance with Title 5, section 53021, when an interim is needed to fill a position, the President may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources. The process will, at a minimum, include a districtwide internal e-mail announcement, opportunities for individuals to make themselves known, consideration of the individuals who apply, and stakeholder involvement in the selection.

**NOTIFICATION OF VACANCY/RECRUITMENT STRATEGY**

Upon formal notification of an academic manager vacancy, the hiring manager informs the Director of Employment Services of his/her plans to fill the position. Vacancy notification occurs upon the Chancellor's acceptance of the manager's resignation, retirement, contract non-renewal, or the receipt of information regarding death or departure for special circumstances. During the two weeks following the formal notification date, the responsible manager reviews the existing job description with the Director of Employment Services and makes any necessary changes. In the event substantial changes need to be made or there is a restructuring of the college's functions, the new or revised job description must be presented to Chancellor's Cabinet for approval. Unless substantial changes are made to the job description, the Director of Employment Services begins the recruitment process two weeks following the formal notification date.

**I. COMMITTEE COMPOSITION**

Academic, classified, and student appointments to the Screening Committee are made by the Chancellor or designee from recommendations from the groups/individuals listed below. The recommended persons forward two (2) names for each seat on the committee to the Director of Employment Services for consideration. When subject matter expertise is necessary, committee members may be commissioned from outside the District.

<b>ACADEMIC COLLEGE-BASED MANAGEMENT POSITIONS</b>	
<b>Committee Composition</b>	<b>Recommendations From:</b>

College Management/Supervisors - <b>5</b> (4 from the college in which vacancy occurs and 1 from one of the other two colleges)	College President(s)
Faculty - <b>3</b> (from the college with the vacancy)	College President (following consultation with the Academic Senate President)
Student (non-voting, advisory only) - <b>1</b>	College President (following consultation with the Associated Student Government)
Classified Employee Representative (from the college with the vacancy) - <b>1</b>	College President (following consultation with the Classified Senate President)
Screening Committee Facilitator (non-voting) ---	Director of Employment Services
<b>Total 10</b>	

## II. MANAGEMENT SCREENING COMMITTEE GUIDELINES

### A. COMMITTEE APPOINTMENTS

The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify composition as necessary. The Director of Employment Services appoints the chair from among the committee membership, and the chair convenes the committee.

### B. TIMELINES FOR SCREENING/SELECTION PROCESS

Timelines for the Organizational Meeting (where applicable), Application Screening, Application Tally, Oral Interviews, and Oral Interview Tally will be approved by the Director of Employment Services. Timeline approval may be completed after the committee has set the calendar for the screening process.

### C. ANNOUNCEMENT/ADVERTISING

The Director of Employment Services or designee prepares the vacancy announcement including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. The Director of Employment Services or designee is responsible for the recruitment, identification of advertising sources and applicant targets, ad placement, and web posting. If the District selects a recruitment firm to assist in any aspect of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in *The Chronicle of Higher Education*, Association of California Community College Administrators (ACCCA), the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, and VCCCD.edu.

### D. ORGANIZATIONAL MEETING

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred during the process.

In order to ensure consistency in the process, each Screening Committee member must be available for all committee meetings.

The Screening Committee, under the direction of the chair and the Screening Committee Facilitator, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions must be based upon the requirements listed in the vacancy announcement. The College President may meet with the committee during the organizational meeting to define the competencies of an acceptably qualified candidate.

The committee will decide whether or not to allow videoconferencing as an interview option.

#### E. PRESCREENING

All members of the prescreening committee confer and determine which applicants meet minimum qualifications. The members forward the results of these deliberations to the Screening Committee Facilitator. The Screening Committee Facilitator forwards the information to the Human Resources Department. The Human Resource Department deactivates in the applicant tracking system those who fail to meet minimum qualifications or those who fail to meet requirements.

#### F. SCREENING

The Human Resources Department forwards the guest user ID and the password for the particular vacancy to the all Screening Committee members. Committee members have an opportunity to review any applicant file which was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits their results to the chair. Committee members complete the applicant screening forms emphasizing the following:

- Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Screening evaluation forms must document a recommendation for oral interview (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

#### G. APPLICATION TALLY

All committee members must participate in the application tally meeting and have completed their screening of applicants. Any absences or exceptions must be approved by the Director of Employment Services.

1. Chair and the Screening Committee Facilitator tally the results.
2. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identity. "Natural breaks" in the tally total should be the determining factor.
3. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their rank and may be considered only if invitations are refused by the original invited candidates.
4. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department e-mails the individuals who were not selected for interview.
5. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.

#### H. ORAL INTERVIEW

The Screening Committee Facilitator discusses guidelines pertinent to the interview process, appropriate follow up questions, guidelines for written comments on oral interview forms, District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interview, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

1. At the conclusion of each oral interview, the Screening Committee Facilitator facilitates a discussion process that will generally consist of the following:
  - a. Each committee member shares a brief summary of each applicant's strengths and limitations that may include the following:
    - (1) Clarification of technical questions asked during the interview.
    - (2) Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview.
    - (3) Strengths and weaknesses of each candidate, including professional impact.
    - (4) Impressions concerning the manner in which the candidate responded to questions asked

during the interview.

b. Among those items which are inappropriate for discussion are the following:

- (1) Advocacy or opposition for a particular candidate based on information obtained outside the interview process.
- (2) Comments based on rumor or unsubstantiated knowledge of a candidate.
- (3) Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.

2. The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performance across all questions.

3. The committee rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).

#### I. ORAL TALLY

1. The Chair and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.

2. After determining the natural break, candidates' names are displayed to the committee to consider scoring discrepancies. The discussion focuses on the information provided in the interview as well as information provided in the candidates' applications. Any committee member may change or remain with his/her original rating after considering the information discussed.

3. The committee as a whole reviews the ratings and determines who is qualified and should be forwarded to the President for final consideration. The committee as a whole may decide if candidates below the natural break should be forwarded to the College President. The committee determines the number of acceptably qualified candidates to be forwarded to the College President based on the candidates' performances. If no candidates are acceptably qualified or fewer than the College President prefers are forwarded, the College President may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The College President has the option of interviewing the candidates and/or reopening the recruitment.

4. The chair notifies the candidates who are not being forwarded for final consideration.

#### J. PRESIDENT'S INTERVIEW

The College President conducts final interviews from an unranked list of candidates forwarded from the committee. The College President may interview without the presence of the Screening Committee Facilitator.

#### K. REFERENCE CHECKS AND OFFER OF EMPLOYMENT

1. The College President directs the responsible manager (first-line supervisor) to conduct reference checks on the identified individuals in accordance with the VCCCD reference checking procedure.

2. The responsible manager forwards the references for the selected candidate to the Director of Employment Services for review.

3. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services notifies the hiring manager that an official employment offer may be made. The Director of Employment Services and the hiring manager discuss the salary offer.

4. The Screening Committee Facilitator completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The College President signs the form and forwards the original form to the Human Resources Department.

5. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

See:

[Board Policy BP 3420 Equal Employment Opportunity](#)

[Administrative Procedure AP 3420 Equal Employment Opportunity Plan](#)  
[Board Policy BP 7100 Commitment to Diversity](#)