



## **Administrative Procedure 7250 Employment of Educational Administrators**

### Philosophy

It is the policy of the West Hills Community College District that administrative hiring procedures and guidelines be established to provide the college with highly qualified people who are experts in their areas of responsibilities, who can foster overall college effectiveness, and who are sensitive to, and themselves represent, the ethnic and cultural diversity of the district community.

Minimum qualifications for educational administrative positions shall be possession of a master's degree; one year of formal training, internship, or leadership experience which may, but need not be, concurrent with full-time service; and a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. Non educational administrators shall possess at least a bachelor's degree and/or appropriate certification.

The governing board, represented by the administration, has the principal legal and public responsibility for ensuring an effective hiring process. These hiring procedures are based on a recognition that responsibility for selecting well qualified people is shared cooperatively by faculty, staff, and administration participating effectively in all appropriate phases of the hiring process.

These shared responsibilities include identifying positions; following the district's equal employment opportunity (EEO) policy; reviewing and formulating job descriptions; advertising of positions; screening, interviewing and selecting the recommended candidates.

All procedures relative to hiring shall be strictly confidential. All committee members shall sign an acknowledgment of their duties and responsibilities as committee members, chairperson, and EEO representative. (See Appendix 6, 7, and 8).

Beyond requiring a joint and cooperative exercise of responsibility, the hiring process should be focused on ensuring that the community college will select administrators who can foster community college effectiveness.

### Equal Employment Opportunity Procedures

All participants in the process will be given appropriate training in EEO procedures and the EEO goals and timetables of the West Hills Community College District so that success in reaching those goals is better assured.

At each level, nominating entities and selection committee members have the responsibility to ensure that individuals, preferably minorities and women, who are knowledgeable about and responsible to West Hills Community College District's EEO goals are included on all selection committees or similar groups.

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The Faculty and Staff Diversity committee shall be established under the auspices of the district's EEO Officer. Members of this committee will receive appropriate training and may be expected to serve on selection committees.

The EEO Officer shall be responsible for monitoring West Hills Community College District's EEO procedures, including but not limited to a review of the job descriptions and announcements, composition and procedures of selection committees and the review of the adequacy of the pool of applicants. The EEO Officer reports directly to the Chancellor.

### Determination of Staffing Needs Procedures

The need for administrative positions shall be determined on the basis of the overall district administrative needs as determined by the Chancellor after consultation with the administration and the College Council.

It is the intent of the district that approval of open positions and initiation of the hiring process be early enough in the year to allow for all procedures to be undertaken in a thorough manner, ensuring that the hiring process is completed during the academic year, whenever possible, and well in advance of employment.

The Chancellor shall make final administrative staffing decisions and shall recommend the positions to be filled to the Board of Trustees.

### Selection Committee Composition

The selection committee shall consist of:

- Two (2) administrators, at least one (1) of whom shall be below the level of Dean;
- Two (2) classified members;
- Two (2) faculty members as Senate representatives and;
- The EEO representative who will serve as an observer.

All faculty appointments to the selection committee shall be made by the Academic Senate. The classified staff appointment to the selection committee shall be made by the Chancellor or designee. The Chancellor or designee may, at his/her discretion, add up to three (3) additional people to serve on the committee.

The EEO Officer reviews and approves the composition of all committees.

### Selection Committee Procedures

Clear and complete job descriptions, including all job related skills requirements and any additional qualifications recommendations by the selection committee are prepared for each position, and these job descriptions are reviewed by the Chancellor and the EEO Officer before each position is announced to ensure conformity with the District's EEO and nondiscrimination commitments.

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Desirable or preferred qualifications may be added by the District, but shall not be used to discourage qualified applicants.

Timelines and interview questions shall be the responsibility of the selection committee.

Sufficient Pool

Upon the closing date, the Director of Human Resources shall prepare a composite profile of the applicants to be reviewed by the district's EEO Officer. The EEO Officer shall determine the suitability of the pool. The EEO Officer shall recommend to the Chancellor that the pool is sufficient in accordance with EEO guidelines.

If the pool is determined insufficient before the interview process begins, the Chancellor or designee shall inform the selection committee chairperson of the decision to either continue with the current pool or reopen/extend the filing period.

Review of Applications

The Director of Human Resources shall review all applications that are timely and complete to determine whether they meet the minimum qualifications required in the job description.

The selection committee will select those applicants for an interview who best meet the qualifications listed on the job description, as measured by evidence of professional qualifications, training, educational background, experience or other qualities which enhance an administrator's effectiveness.

An acceptable application packet consists of a completed and signed District application form and resume. All applicants are required to submit unofficial transcripts, and encouraged to submit letters of reference, confidential placement papers and any other materials relevant to applications.

All relevant academic and professional information shall be submitted to the selection committee. The selection committee shall review the applications according to the areas of responsibility as indicated by the job description and by the district's EEO policy and procedures.

Evaluation of Candidates

The selection committee shall evaluate candidates in regard to knowledge of the areas of responsibility, relevant experience, communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the district's students.

The selection committee shall formulate interview questions (including an appropriate follow-up question procedure) to ensure a thorough assessment of the candidates' qualifications. All candidates shall be asked the same job related questions by the same members of the selection committee. These questions shall be prepared in advance of the interviews and reviewed and approved by the Director of Human Resources and/or the EEO Officer.

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The selection committee shall require written samples where appropriate. The candidate shall be apprised in advance if such additional performance indicators are to be a part of the interviewing process.

The selection committee shall conduct interviews and use a rating system to evaluate responses. This rating system shall be designed to enhance the quality and diversity of the management staff of the District. Individual committee members must be present for each interview and demonstration, if any, in order to participate in evaluation of candidates.

All evaluation procedures shall be reviewed by the EEO Officer. The EEO Officer or designee shall confirm in writing that EEO procedures have been correctly followed at each stage of the entire hiring process. This written confirmation shall be forwarded to the Chancellor or designee. If the EEO Officer finds at any stage of the process that EEO procedures are being violated sufficiently enough to create an adverse impact, it is his/her responsibility to stop the process and attempt to implement solutions or report the violation(s) to the Chancellor or designee.

If the selection committee finds that no candidates are acceptable, they shall consult with the Chancellor or designee and recommend that the position be reopened; the reopening shall be at the discretion of the Chancellor or designee.

The Chancellor may interview all candidates being interviewed by the selection committee or those recommended by the committee.

Selection of Candidates

The selection committee chair shall lead the selection committee discussion regarding qualifications of the candidates and summarize final committee recommendations. The selection committee may include written comments for each candidate.

Reference checks will be done by the hiring manager or chairperson of selection committee or designee.

Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the position.

The selection committee shall recommend up to three candidates to the Chancellor or designee for final consideration for each position. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the position.

If the selection committee cannot recommend any of the applicants, the Chancellor or designee shall be so advised.

The Chancellor or designee shall review the selection committee's recommendation and the qualifications and reference checks on the final candidates.

Final hiring decisions are, whenever reasonably possible, made during the regular academic year and promptly communicated to the selection committee.

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If exceptional circumstances and compelling reasons exist why the Chancellor or designee cannot choose any of the final candidates recommended, then s/he shall meet with the selection committee to discuss these issues.

Emergency Hiring Procedure

In the case of an emergency, a modified hiring procedure may be used to employ a temporary administrator for a period not to exceed one year.

The Chancellor may decide to hire a temporary administrative replacement after consultation with other administrative staff, the president of the classified group, and the president of the academic senate or their designees.

The above representatives shall serve as the selection committee with the addition of an EEO representative, and shall interview and recommend one to three candidates for the position.

The Chancellor or designee shall make the final selection.

The candidates shall be apprised that the duration of this position shall be for one year or less.

Review and Revision

This hiring policy and its procedures are subject to review and revision at the request of either the Academic Senate or the Board of Trustees.

Any revision of the policy and/or procedures shall be mutually developed and agreed upon by both parties before there can be an alteration or replacement of the previously agreed upon hiring policy or procedures.

Board approval date: 2/22/05

## APPENDIX 6

### DUTIES AND RESPONSIBILITIES OF SCREENING COMMITTEE MEMBERS

1. Attend all meetings of the committee.
2. Serve as a representative of your respective group.
3. Read all materials presented during the meetings so that you may actively participate in the screening and interview process. Ask questions and make contributions.
4. Maintain strict confidentiality which includes, but is not limited to, the names of applicants and their qualifications, scores or ratings from paper screening, scores or ratings from interviews, any conversation held during screening committee meetings, or any other information throughout the selection process.

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Signature

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Date

## APPENDIX 7

### DUTIES AND RESPONSIBILITIES OF SCREENING COMMITTEE CHAIRPERSON

1. Upon selection, serve as the facilitator/leader of the committee henceforth and attend all meetings of the committee in their entirety.
2. Ensure that all members of the committee fulfill their duties and responsibilities as assigned.
3. Through use of the hiring procedures and guidelines, lead the committee through the screening and selection process.
4. After the filing deadline, meet with the Director of Human Resources to keep abreast of necessary testing, if applicable, or if testing is not required, meet with the EEO Officer to be informed of suitability of the pool.
5. Reserve all rooms for future meetings.
6. Obtain packets of screening materials and applications from human resources office immediately before application screening committee meeting.
7. Return these materials to human resources office immediately after screening committee meeting and update Director regarding the interview pool, interview questions (and demonstrations, if applicable), and interview schedule.
8. Obtain packets of interview materials and applications from human resources office immediately before interview meeting.
9. Return these materials to human resources office immediately after the interview committee meeting and update Director regarding the outcome of the interviews.
10. Maintain strict confidentiality which includes, but is not limited to, the names of applicants and their qualifications, scores or ratings from paper screening, scores or ratings from interviews, any conversation held during screening committee meetings, or any other information throughout the selection process.

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Signature of Committee Chairperson

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Date

## APPENDIX 8

### DUTIES AND RESPONSIBILITIES OF EEO REPRESENTATIVE

1. Bring to the organizational meeting packets which have been prepared by the Human resources office which include the following: 1) hiring procedures and guidelines; 2) pre-employment inquiry guidelines; 3) duties and responsibilities of committee members, chairperson, and EEO representative; and 4) job description.
2. Review these materials in detail with the members of the committee and respond to any questions they have.
3. Guide the committee through the election process of a chairperson.
4. Secure the signatures of understanding of duties and responsibilities of all committee members, and chairperson, and self (EEO representative).
5. Attend all meetings of the committee in their entirety.
6. While not voting, be an observer in the screening and selection process to ensure an equal opportunity for all applicants.
7. Assist the chairperson in enforcing the hiring procedures and guidelines and the pre-employment inquiry guidelines.
8. Bring concerns to the Director of Human Resources and/or the EEO Officer immediately so that they can be addressed with expediency.
9. Maintain strict confidentiality which includes, but is not limited to, applicants names and their qualifications, scores or ratings from paper screening, scores or ratings from interviews, any conversation held during screening committee meetings, or any other information throughout the selection process.

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Signature of EEO Representative

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Date