

## **HIRING OF CONTRACT ADMINISTRATORS**

This procedure shall apply to the selection of contract administrators within the Contra Costa Community College District. A contract administrator is defined as a position at the level of Chancellor, President, or other administrators under contract.

### **ANNOUNCEMENT**

The decision to hire a Chancellor or President shall be announced at a regular Governing Board meeting by the Governing Board and for all other contract administrators at the District Governance Council by the Chancellor.

Special requests may be submitted for the recruitment process. Special requests may fall into several categories and require authorization by the Governing Board for a Chancellor or President search and the Chancellor or Chief Human Resources Officer for the positions of Vice Chancellor. Some examples of special requests include, but are not limited to:

1. Contracting with a search consultant to assist and/or facilitate the process for a comprehensive search or specific parts of a search such as job profile development, recruitment, screening of applicants, the interview process, reference reports and assisting in the coordination of the hiring process.
2. Conducting an in-district search in conjunction with an outside search.
3. Requiring supplemental application materials beyond those specified in this policy.
4. The Governing Board and the Chancellor may actively participate in the recruiting process by recruiting candidates for these positions.

### **DEVELOPMENT OF POSITION PROFILE**

The job description profile shall be developed by District Human Resources with appropriate input from the Governing Board, the Chancellor, District and/or College staff. The completed position profile will be forwarded by District Human Resources to the Governing Board for approval.

The profile shall include major duties of the position, minimum qualifications for the position, and desirable qualifications. The qualifications shall include the minimum qualifications for service as required by law and/or such other qualifications as required by the District. The desirable qualifications established for the position should be ones which clearly render the applicant better able to perform the job but ones which are not required for satisfactory performance. Desirable qualifications must be bona fide occupational qualifications that are specific and directly reflective of the screening criteria to be utilized in the selection process.

### **SCREENING AND INTERVIEW COMMITTEE RESPONSIBILITIES**

The initial meeting of the Screening and Interview Committee shall be convened by the chair or person designated to convene the first meeting. The decision-making process and the level of agreement required to act, particularly with respect to the selection of final candidates shall be by majority vote although the committee should always work first for consensus without objection. Consensus means the group supports, agrees to, or can live with, a particular decision because it was reached fairly and openly. Majority vote means fifty (50) percent plus one (1).

The Screening and Interview Committee shall evaluate candidates against the advertised job announcement. Committee tasks include the following:

1. Paper screening using established rating criteria
2. Developing interview questions and selection of interview rating sheet
3. Developing any additional evaluative requirements for prospective applicants.

All committee tasks specified above shall be approved by the Chief Human Resources Officer or designee prior to consideration of applicant materials by the committee.

All committee members are required to participate in and agree to all aspects of the process, including, but not limited to, the following:

1. maintaining confidentiality and upholding the principles of ethical hiring practices;
2. training in the policies and procedures governing hiring and equal employment opportunity
3. developing the rating criteria;
4. developing protocol for performance tests;
5. evaluating and rating of candidates;
6. interviewing candidates; and
7. selecting final candidates.

By agreeing to serve, committee members are making an oral contract to maintain strict confidentiality throughout the entire hiring process. A committee member who fails to participate or compromises any aspect of the process may, at the discretion of the Chair in consultation with the Chief Human Resources Officer, be removed from the committee.

### **SCREENING AND INTERVIEW COMMITTEE CHAIR RESPONSIBILITIES**

The Screening and Interview Committee Chair or designee shall be responsible for the following:

1. compliance with District policies and procedures in conjunction with the hiring Process;
2. developing and obtaining Chief Human Resources Officer's approval of committee meeting schedules;
3. convening and conducting committee meetings;
4. accommodating where possible the special and unique needs and time constraints of community and student members in the planning of committee meetings;
5. establishing time lines for screening, interviewing and coordination of candidate interviews;
6. communicating with applicants as needed;
7. maintaining the committee records; and
8. other duties as determined by the Chief Human Resources Officer.

The Chair may be removed for nonperformance of duties specified in this section by mutual agreement of the Chancellor and a majority of committee members.

### **EQUAL EMPLOYMENT OPPORTUNITY**

The Screening and Interview Committee EEO Representative shall ensure that no candidate is discriminated against or given preference on the basis of age, ancestry, color, disability, gender, gender identification, gender expression, marital status, national origin, parental status, religion, sexual orientation or veteran status.

The EEO Representative shall serve as committee liaison to the appropriate EEO Officer with responsibility for reporting noncompliance (i.e. discrimination and or/preference). Any allegation of noncompliance shall be made in writing stating the specific nature of the noncompliance.

The EEO Officer or designee shall review the composition of the Screening and Interview Committee to ensure that the committee composition is representative. Such review and any requirement to modify or reconstitute the committee shall take into account the availability of appropriate representatives.

Applicant pool diversity checks will be conducted by the appropriate EEO Officer or designee during designated steps of the selection process.

### **PAPER SCREENING**

#### **1. Screening for Minimum Qualifications**

The Chief Human Resources Officer or designee will examine the application materials of each candidate for completeness and compliance with the minimum qualifications as set forth in the job description.

#### **2. Screening for Desirable Qualifications**

The Chancellor may choose to utilize the services of a search consultant to assist the Screening and Interview Committee by partially screening down the applicant pool of the most qualified candidates. The Screening and Interview Committee Chair and at least one representative of the committee shall review the recommendations of the Search Consultant and be authorized to restore any candidate to the pool to be reviewed by the Screening and Interview Committee.

After completion of the initial paper screening, the candidates remaining in the applicant pool shall be independently rated by each member of the Screening and Interview Committee. The committee will then meet to discuss the ratings and evaluate the merits of the candidates to determine if there is an adequate pool of qualified candidates to continue the selection process. If the pool is deemed adequate by consensus of the committee, the committee shall proceed with the selection of candidates for interview. If the pool is deemed inadequate by consensus of the committee, the Governing Board or the Chancellor will decide on the next action to be taken.

### **INTERVIEW AND PERFORMANCE TESTS**

Once the candidates to be interviewed have been identified the Committee Chair or designee shall establish an interview schedule and arrange with District Human Resources for notification of each candidate to be interviewed. Each candidate will receive a confirmation letter with details on interview procedures and a package of appropriate District and/or College documents and materials. Those candidates not selected for an interview will be notified by District Human Resources.

The circumstances of each interview and performance test, if conducted, shall be the same for each candidate. During and/or at the conclusion of each interview and performance test, each committee member shall independently complete the appropriate rating sheet and assign the candidate an overall rating. Committee members shall avoid any discussion of ratings, rankings, or recommendations of the candidates until all interviews and performance tests have been completed, independent ratings have been completed by each committee member; and each committee member has independently determined the candidates he/she would recommend for final consideration.

## **SELECTION OF FINAL CANDIDATES**

The Committee Chair or designee shall summarize the recommendations and lead discussion that shall focus on the strengths and weaknesses of the candidates. After discussion, the committee shall make a determination of the finalists.

The Chief Human Resources Officer or designee shall conduct reference checks of each of the candidates recommended which shall include investigation of professional experience and personal qualities relevant to performance in the position. Preliminary reference checks may be conducted on all candidates prior to the scheduled interviews.

The committee shall submit a list of candidates as appropriate to the Governing Board or to the Chancellor for final consideration. Typically, no fewer than five (5) unranked candidates shall be submitted. In the event there are fewer than five (5) candidates recommended, the Chair will meet with the Governing Board or Chancellor as appropriate to clarify the reasons for the number of candidates. If, after the discussion, the Governing Board or the Chancellor is not satisfied with the committee's recommendation, the Governing Board or Chancellor may direct the committee to reconsider. If after reconsideration, the committee forwards the same recommendation, the following actions may be taken by the Governing Board:

1. interview just the candidates forwarded by the Screening and Interview Committee;
2. select additional candidates for further consideration from the list of candidates interviewed by the committee;
3. request that the committee interview additional candidates not interviewed in the first round; or reopen the search.

## **FINAL INTERVIEW**

At the direction of the Chancellor, comprehensive reference checks shall be conducted on all finalists. The Governing Board or the Chancellor as appropriate shall review the recommendations of the Screening and Interview Committee as well as the qualifications and comprehensive reference checks of the finalists.

The Governing Board shall interview candidates for Chancellor. The Chancellor shall interview the finalists for President or other contract administrators. Other administrators, faculty, staff and community members may be included on an interview team for Chancellor, President, or other contract administrators. After consultation with the interview team, the Chancellor shall recommend a final candidate to the Governing Board, who may choose to interview the candidate, and communicate that choice to the committee.

At any stage in the process of selecting a finalist, the Governing Board or the Chancellor as appropriate, may require the finalist(s) to undergo an assessment of specific skills and competencies administered by an outside agency or consulting firm.

## **SITE VISITS**

Site visits may be conducted on contract administrator finalists. The Governing Board or the Chancellor as appropriate shall determine the composition of the visiting team. The team may include one or more members of the Screening and Interview Committee and the final interview team. The team will report to the Chancellor or Governing Board as appropriate.

The Chancellor will review the reports of the site visitations and make a recommendation to the Governing Board. If the Governing Board rejects the recommendation, other candidates may be considered or the search reopened.

After a successful site visit, the Governing Board President or designee or the Chancellor shall notify the candidate and confirm the candidate's acceptance of the position subject to Governing Board approval.