

## SELECTION PROCEDURES FOR ADMINISTRATIVE POSITIONS

The LAVC Administrator hiring procedures are based on the recognition that selecting well-qualified administrators is important to the college. These procedures are to be used for selecting employees to fill administrative positions. These procedures do not apply to the selection of a President. These procedures are in keeping with Los Angeles Community College Board of Trustees Board Rule 10307—SELECTION OF ACADEMIC ADMINISTRATORS—which states, *Each college and the Educational Services Center shall develop written procedures governing the selection of academic administrators. Selection of employees to fill academic administrative positions at a college or the Educational Services Center shall be made in accordance with those procedures once they have been reviewed by the Division of Human Resources and certified as meeting minimum requirements established by the Chancellor.* These procedures include the key elements on the selection of administrators as set forth in LACCD Personnel Guides B456a Administrative Positions SELECTION Procedures, *Selection Procedures for Dean, Associate Dean, Associate Director, Assistant Director and Assistant Dean positions* and B531 SELECTION, Administrative Positions Acting Appointments.

These procedures may be reviewed and modifications considered at any time both parties agree to do so. This agreement becomes effective November 1, 2002 and replaces the Agreement on the Hiring of Certificated Administrators dated March 11, 1992 and incorporates the Selection Procedures, Acting, Limited or Substitute Administrative Positions, dated May 13, 2002.

### REQUESTING AN ADMINISTRATIVE POSITION

The College President or designee may submit proposals for administrative positions to the Classified and Administrative Staffing Committee of the College Council following the requirements set forth by the committee. The Classified and Administrative Staffing Committee will forward the recommendation to the College President for approval. If the College President decides a position should be filled and the committee has not recommended the position, the College President will provide the committee his or her rationale in writing. The College President will determine whether the position should be filled on an acting or permanent basis. When the College President determines that the position should be filled by a permanent appointment, a full selection process will be conducted.

### CONDUCTING A FULL SELECTION PROCESS

Once the College President accepts the Classified and Administrative Staffing Committee recommendation or determines the position should be filled, the President or his or her designee shall forward an Intent to Fill form for the position to the appropriate district official.

The search committee will be formed under the direction of the appropriate Vice President and the members of each committee will meet to review the steps in the Administrative Hiring Process.

Search committee members who serve as part of an administrative selection process will need to participate in reviewing all files in order to have input to that portion of the process. Selection committee members will need to participate in all interviews in order to have input into that portion of

the process. The committee's composition will remain the same throughout the process but specific individuals may be substituted as deemed appropriate by the committee chair.

#### **RECRUITING CANDIDATES FOR THE POSITION**

The full selection process will comply with Title 5 Section 53021 (b)(2) and the District's nondiscrimination policy and be conducted as follows:

1. The College President will file form C846 with the District Office of Human Resources.
2. The College President or his or her designee shall develop written hiring criteria.
3. The Department of Human Resources will then prepare and distribute an individual announcement for the vacancy to be filled.
4. The College President or his or her designee will distribute a job announcement. The announcement will include as a minimum:
  - a. The duties and responsibilities of the administrative position being filled.
  - b. A statement of the Minimum Qualifications (as defined by the California Community College Statewide Minimum Qualifications document).
  - c. Any other desirable knowledge, skills and abilities and essential characteristics of a successful applicant.
  - d. Dates for application filing.
  - e. Other relevant terms and conditions of the position.
  - f. A statement of sensitivity and understanding of diverse populations served by the Los Angeles Community Colleges.
5. The announcement shall be mailed to those listed in the potential applicants in the state chancellor's registry and the LACCD interest pool.
6. Additional recruit activities may include but not be limited to placing ads in various publications such as the Chronicle of Higher Education, Community College Week, Black Issues in Higher Education and Hispanic Outlook.
7. The recruitment period will normally run for 60 days. Under unusual circumstances where a compelling reason that relates to business necessity exists, the recruitment period may be shortened to 45 days.
8. Interested candidates shall respond to the designated office at the college by the designated closing date.
9. Candidates must file application materials consisting of a completed Los Angeles Community College job application if one is not already on file at the District Office, a resume, a letter of interest, and the names and addresses and phone numbers of at least three references. The search committee may request other documents, such as: copies of transcripts, work products, or portfolios (official transcripts are required at the time of hiring).

## **FORMING THE SELECTION COMMITTEE**

The College President or his or her designee shall form an interview committee as follows:

1. The College President or his or her designee, who shall also serve as the committee chair
2. Three other campus administrators
3. One administrator from another location
4. The Academic Senate President or designee
5. The AFT Faculty Guild Chapter Chair or designee
6. One other faculty member selected by the Senate
7. One member from the classified employees selected by the classified units
8. A non-voting equal employment opportunity representative appointed by the college compliance officer.

## **SELECTING THE INTERVIEW CANDIDATES**

1. The applicant files will be compiled and collected by the college office designated in the application. Files will be held in a confidential manner until the committee is ready to review them.
2. The college compliance officer or designee will notify the College President or appropriate Vice President whether the pool's diversity is satisfactory to continue the search. A satisfactory standard is one that recognizes the diversity of the student population and community served by the college and acknowledges the Board of Trustees policy on enhancing the administrative ranks with individuals who are representative of our service area.
3. The committee chair will work with the committee to develop a rating sheet for the committee to use while reviewing the files. The rating process will assess the qualifications of the candidates as they relate to the published job announcement.
4. The committee chair will arrange for viewing of the files at an agreed upon time and location on the campus.
5. Ratings by each committee member shall be signed and kept in the selection file and forwarded to the Department of Human Resources at the conclusion of the process.
6. The selection committee shall review the files of all applicants and select at least five eligible candidates to be interviewed for the position.
7. The committee chair will draft a letter to invite the candidates for interviews. This letter will give the candidates an overview of how the process will be conducted, what he/she should bring to the interview, and what, if any, expenses will be covered. The letter will also ask the candidate to notify the college in advance of the interview date if any special accommodations will be needed.
8. The chairperson of the selection committee shall be responsible for contacting candidates invited for an interview and for making all necessary arrangements for scheduling and interviews.

9. The compliance officer or designee will be present throughout the file review and interview processes.

### **CONDUCTING THE INTERVIEW PROCESS**

1. The committee will convene prior to the start of the interviews to develop a set of interview questions and/or activities that address the qualifications advertised in the position announcement.
2. The same questions will be asked of each candidate and appropriate follow-up questions should be asked when deemed necessary during each candidate's interview.
3. Activities could include demonstrations, performances of skills, or other simulated or real job duties relevant to the position. Candidates will be notified in advance about the nature and content of this portion of the process.
4. Provide a copy of the interview questions to the compliance officer or designee for review before the interviews commence.
5. Agree on the schedule and format to conduct the interview process, including: process to escort the candidates to the interview locations; arrangements for a campus tour if desired; and considerations to treat all candidates in a professional and respectful manner.
6. The committee will use a rating process and forms agreed upon before beginning the interviews. The completed forms will be forwarded to the President and Vice President to be used as part of the final interview and selection process.
7. The committee will be reminded by the compliance officer or designee prior to the start of the interviews of the confidential nature of the task at hand and the need to adhere to affirmative action principles and guidelines in asking questions and evaluating candidate qualifications.

### **SELECTING THE FINALISTS**

1. The committee will forward the names of at least three finalists for further consideration by the College President and appropriate Vice President. The number of candidates recommended by the committee to the college president/vice chancellor may exceed three by mutual agreement of the committee and the college president. If fewer than three names are forwarded, a rationale must also be provided.
2. Each candidate forwarded will be deemed able and capable of performing the job at the level of excellence expected of all administrators at the college. The committee may elect not to forward any names and extend the search.
3. The selection committee chair, when forwarding names of recommended candidates to the College President, is permitted to include an in-depth summary of the perceived strengths and weaknesses of each candidate and to indicate the preferences of the committee, but the names will be unranked.
4. The committee chair will be included in the final interview process.

5. The College President, while sensitive to the recommendations of the search/selection committee, may choose for compelling reasons, to extend or abandon the search due to budget cuts or other exceptional circumstances.
6. In the event that the College President does not accept the recommendations of the hiring committee or changes the recommendations from hiring a permanent administrator to an acting administrator, the President will provide a written statement to the committee, with a copy to the Academic Senate President, with the compelling reason(s) for making such a change.

#### **FINALIZING THE HIRING SELECTION**

1. The President or appropriate Vice President will conduct the reference checks on the finalists.
2. Every effort will be made to make the final selection within two weeks of the final interview.
3. Once a selection is made, the name of the preferred candidate will be forwarded to the District Division of Human Resources for final clearance.
4. Once final clearance is received, the President or Vice President will notify the candidate of the job offer.
5. The offer will be confirmed in writing, instructing the candidate how to begin the hiring process.
6. The candidates not selected will also be informed in writing at this point as to the outcome of the process.
7. The College President shall inform the Chancellor about the results of the selection process.
8. The selection committee chair will collect the following documents and forward them in the order listed to the District Division of Human Resources to officially conclude the search:
  - a. A copy of the position announcement
  - b. A search committee roster
  - c. The completed rating forms (or other screening instrument) each search committee member used during the review of the applications to determine which candidates to invite to an interview
  - d. A copy of the interview questions, skills demonstration, and other assessment materials used during the interviews
  - e. The documents or other materials that were produced or created in connection with any skills demonstration or other assessment process
  - f. A copy of all correspondence sent to candidates
  - g. The original application materials with the names of the candidates in alphabetical order

#### **SELECTION PROCESS FOR ACTING OR LIMITED ADMINISTRATIVE POSITIONS (APPROVED ON MAY 13, 2002)**

When the College President determines that the administrative position should be filled by acting or limited appointment a mini-selection process will be conducted. The mini-selection process will comply with Title 5 Section 53021 (b)(2) and the District's nondiscrimination policy and be conducted as follows:

1. The college will distribute an announcement of the vacancy district wide with at least two weeks for candidates to respond to the College indicating their interest in being considered for the assignment.
2. The announcement must state the length of the acting appointment.
3. A copy of the announcement should also be provided to the Office of Personnel Operations and the Office of Affirmative Action Programs.
4. The College President and/or his/her designated representative(s) shall determine written hiring criteria and shall, with the help of the selection committee members, review all available applications in the pool of respondents and select candidates for interview.
5. The College President and/or his/her designee will form an interview committee as follows:
  - a. The President or his/her designee, who will also serve as the committee chair.
  - b. Two additional administrative representatives.
  - c. Two faculty members appointed jointly by the AFT Faculty Guild and the Academic Senate Presidents.
  - d. A non-voting equal employment opportunity representative appointed by the college compliance officer.
6. The interview committee will review the files of all applicants and, whenever possible, select at least three eligible candidates to be interviewed for the position.
7. The interview committee will recommend one or more finalists to the College President if the candidates meet the announced position hiring criteria. If no candidates meet the announced criteria then the committee will inform the President of this finding.
8. Should the College President not accept the committee's recommendations, an explanation for this decision will be given to the whole committee.
9. The College President will inform the Chancellor about the results of the selection process.
10. The required selection materials will be submitted to the Human Resources Division, including hiring criteria, Evidence of Effort form, Committee Report and candidate evaluation records.
11. In cases where an actual vacancy exists, the college administration will begin the selection process to fill the position permanently within the time frame provided for in Title 5 Section 53021(b)(2), generally within one year.

**ADHERING TO THE DISTRICT AFFIRMATIVE ACTION GOALS**

Colleges are encouraged to use web sites and other continuous means of recruitment to build the quality and diversity of the District Interest Pool of eligible candidates.

In the conduct of any search, should the college compliance officer or designee determine that the procedures for hiring are improper or the hiring pool lacks sufficient diversity, he/she shall notify the College President. The College President may take appropriate action to remedy the situation.

Copies of these College Administrative Hiring Procedures, signed by the College President and the College Academic Senate President, shall be on file in the Office of the President.

**Tyree Wieder, College President, 11/19/02**

**Leon Marzillier, Senate President, 11/19/02**