

ADMINISTRATIVE REGULATION 7121

SOUTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT

HUMAN RESOURCES

RECRUITMENT AND SELECTION: MANAGEMENT TEAM MEMBERS

I. GENERAL PROVISIONS

A. Scope:

1. This regulation applies to the recruitment and selection process for Management Team Members.
2. The recruitment and selection of highly qualified Management Team Members is essential to the educational mission of the District.
3. As referenced herein, the Chancellor shall have primary responsibility for making the final selection decision for vice chancellors and presidents, the Chancellor or appropriate vice chancellor shall have primary responsibility for making the final selection decision for Management Team Members for District Services, and each president shall have primary responsibility for making the final selection decision for Management Team Members for their respective college.

B. Definitions:

1. Board: The Board of Trustees of the District.
2. Chair: The Chair of the Search Committee.
3. Chancellor: The Chancellor (or designee) of the District.
4. Committee: The Search Committee.
5. EEO: Equal Employment Opportunity.
6. HR: Human Resources.
7. Job Related: Based on the knowledge, skills, abilities, education, training, and/or experience, etc., specified in the job description.
8. President: The President (or designee) of the college at which the position is assigned.
9. Recruiter: The HR representative assigned to coordinate and facilitate the recruitment and selection process.
10. Vice Chancellor: The appropriate Vice Chancellor (or designee).
11. Vice Chancellor of HR: The Vice Chancellor of HR (or designee).

C. Compliance:

1. This regulation is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws, codes, and regulations, as well as the

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District’s commitment to EEO and diversity, equity, inclusion, and accessibility (DEIA).

2. Any provision of this regulation that directly conflicts with any applicable state or federal law, code, or regulation, or the District’s commitment to EEO and DEIA shall be brought forward to the Vice Chancellor of HR for review by the Chancellor.

An alternative provision that complies with the superseding authority shall be developed and agreed upon by the Chancellor, Vice Chancellors, and Presidents and substituted until such time, a formal amendment is adopted.

- D. Oversight, Integrity, and Implementation: HR shall provide oversight of the recruitment and selection process for Management Team Members established by this regulation, including, but not limited to, ensuring the integrity and appropriate implementation of this regulation.
- E. Interpretation: Questions of interpretation of this regulation shall be referred to the Recruiter; any questions unable to be answered by the Recruiter shall be referred to the Vice Chancellor of HR. The Vice Chancellor of HR and Chancellor, Vice Chancellor, or President shall attempt to resolve any problem or difference of interpretation of this regulation.
- F. Exceptions: If and as deemed necessary, the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President, may authorize exceptions to this regulation.
- G. Confidentiality and Conflict of Interest: The District’s policy regarding confidentiality and conflicts of interest applies to the recruitment and selection process for Management Team Members. All Committee members (and other participants, as determined by HR) shall complete the confidentiality and conflicts of interest (or other applicable) form provided by HR prior to commencing any recruitment and selection activities or when a conflict becomes known. No individual may serve as a member who has a conflict of interest as defined in the Conflict of Interest Statement.

II. JOB ANNOUNCEMENT

- A. Request to Recruit: Once a position has been approved for recruitment, a request to recruit shall be submitted to HR in accordance with the established protocol. Upon receipt of the request to recruit, and the completion of any pre-recruitment (or other required) steps, HR shall assign a Recruiter.
- B. Job Announcement Content:
 1. Opening and closing (or initial screening) dates;
 2. Designation of non-general funding source(s) (e.g., special, restricted, or categorical funded, etc.) (if applicable);
 3. Summary of duties and responsibilities;
 4. Minimum qualifications;
 5. Desired or preferred qualifications (if applicable);

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- 6. Application requirements and procedures – letters of recommendation shall not be requested or required of applicants;
 - 7. Special testing (if applicable);
 - 8. Supplemental questions, including at least one (1) DEIA focused question; and
 - 9. EEO Statement: Job requirements shall include a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.
- C. Standard Advertising: HR shall coordinate and facilitate standard advertising for all job announcements in accordance with the established protocol. Job announcements may be distributed to appropriate professional sources (if applicable).
- D. Supplemental Advertising: If requested, HR shall coordinate and facilitate supplemental advertising for job announcements in accordance with the established protocol.
- E. Advertising Period: All job announcements shall be advertised by HR (via an open job posting) for a minimum of twenty (20) calendar days.

III. APPLICATION PROCESS

- A. Application Submission: Applications (i.e., applications and any other required materials, such as resumes and cover letters, etc.) are only accepted by HR in accordance with the established protocol.
- B. Application Period: Applications may be accepted for a prescribed period of time, or until the position is filled. In the case where applications are accepted until the position is filled, application evaluations may not commence until at least 20 calendar days after the job announcement has been advertised by HR (via an open job posting).
- C. Minimum Number of Minimally Qualified Applicants: The application period shall be extended when the applicant pool has fewer than five (5) minimally qualified applicants, unless the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President agrees to move forward with the pool.

IV. COMMITTEE

- A. Committee Size: There shall be no fewer than five (5) and no more than eleven (11) voting members on the Committee (however, if the Committee includes additional appointments, there shall be no more than fourteen (14) voting members), and one (1) non-voting EEO representative. No voting member of the Committee may serve as the Committee’s EEO representative.
- B. Committee Composition: A majority of the voting members of the Committee shall be Management Team Members.
- C. Committee Formation:
- 1. For Vice Chancellors and Presidents, the Chancellor shall select up to seven (7) Management Team Members and appoint the Chair. For District Services Management Team Members, the Chancellor or appropriate Vice Chancellor shall select up to seven

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(7) Management Team Members and appoint the Chair. For College Management Team Members, the President shall select up to seven (7) Management Team Members and appoint the Chair.

- 2. The Faculty Association may select up to one (1) faculty member.
- 3. For Vice Chancellors and District Services Management Team Members, the Irvine Valley College and Saddleback College Academic Senates may jointly select up to one (1) faculty member. For Presidents and College Management Team Members, the Academic Senate of the college at which the position is assigned may select up to one (1) faculty member.
- 4. The California School Employees Association Chapter 586 (“CSEA”) may select up to one (1) classified professional.
- 5. For Vice Chancellors and District Services Management Team Members, the Irvine Valley College and Saddleback College Classified Senates may jointly select up to one (1) District Services classified professional (from a list of at least three (3) District Services classified professionals, provided by the Chair). For Presidents and College Management Team Members, the Classified Senate of the college at which the position is assigned may select up to one (1) classified professional.

D. Additional Appointments to Committees:

1. Chiefs of Police and Police Operations Lieutenants:

For Chiefs of Police and Police Operations Lieutenants, the Committee may include up to one (1) additional classified professional selected by the Police Officers Association (POA).

2. Directors, Assistant Deans, Deans, Executive Directors, and Vice Chancellors:

For Vice Chancellors and District Services Executive Directors, the Committee may include up to two (2) additional faculty members selected by the Faculty Association.

For Directors, Assistant Deans, and Deans with primary responsibility of direct oversight of faculty, the Committee may include up to two (2) additional faculty members assigned by the Academic Senate.

3. Presidents:

For Presidents, Committees may include up to one (1) additional faculty member selected by the Academic Senate, up to one (1) additional student selected by the Associated Student Government (ASG) President, and up to one (1) community member selected by the Chancellor.

E. EEO Representative:

- 1. The EEO representative shall be selected by the Chancellor, Vice Chancellor, or President and may be replaced as necessary by another qualified individual. The same EEO representative need not serve throughout the entire recruitment and selection process.

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2. Only a trained individual may serve as an EEO representative and, as a representative of the District’s diversity efforts, this individual shall monitor the recruitment and selection process for adherence to EEO and diversity laws, regulations, and policies on behalf of HR.
3. If questions or concerns arise, the EEO representative shall inform the Vice Chancellor of HR.

F. Committee Appointment: The Committee shall be deemed appointed when the Committee appointment form provided by HR has been completed and signed by the Chancellor, Vice Chancellor, or President.

G. Expectations of Committee Members:

1. Committee members shall be responsive to communication attempts, attend, and participate in all required meetings (including taking Job Related notes on each candidate to justify their evaluation), complete responsibilities within established timeframes, maintain professionalism (e.g., create a welcoming, respectful, and inclusive environment for candidates, etc.), and have sufficient availability to accommodate a delay-free timeline.
2. Any Committee members who fail to meet any of the above expectations may be subject to removal by the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President.
 - a. The evaluations of any Committee members who are removed or withdraw prematurely shall not be counted in the uncompleted section(s) of the recruitment and selection process.
 - b. Any Committee members who are removed or withdraw prematurely may be replaced, as determined by the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President.
 - c. Any Committee members who are removed or withdraw prematurely, one (1) business day or less before the interviews, may be replaced, as determined by the Vice Chancellor of HR.

H. Minimum Committee Membership:

1. If Committee membership falls below the required minimum number, the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President, shall determine whether to have a replacement Committee member selected or continue the recruitment and selection process with fewer than the required minimum number of Committee members.
2. If Committee membership falls below the required minimum number, one (1) business day or less before the interviews, the Vice Chancellor of HR shall determine whether to have a replacement Committee member appointed or continue the recruitment and selection process with fewer than the required minimum number of Committee members.

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V. ORIENTATION

- A. Roles and Responsibilities: The Recruiter shall conduct an orientation meeting to explain roles, responsibilities, expectations, timelines, evaluation processes, etc., to the Committee.
- B. Recruitment Timeline and Logistics: If applicable, the Committee shall determine the recruitment timeline and logistics, such as the interview date(s), interview length, time between interviews, etc.
 - 1. Interview Location: The Chair shall inform the Recruiter of any special interview needs and, after consultation with the Chair, the Recruiter shall make the arrangements for the interview location.
 - 2. Interview Length: Each candidate shall be afforded the opportunity to have an interview of equal length.
- C. Application Evaluation Criteria: The Committee shall discuss, define, and determine the percentage weight applied to the application evaluation criteria in accordance with the established protocol. The Committee’s discussion, definition, and determination of percentage weights applied to the application evaluation criteria shall be Job Related.
- D. Interview Materials:
 - 1. The Committee shall agree upon (by a majority vote) the interview materials (e.g., interview questions, assessment activity (or activities), presentation, etc.)
 - 2. The interview materials shall include at least two (2) DEIA focused interview questions, and be Job Related.
 - 3. HR may provide sample interview materials at the request of the Chair for the consideration of the Committee.
 - 4. The interview materials shall be provided to HR on or before the date the interview candidates are selected (typically, prior to the commencement of the recruitment and selection process).
 - 5. The interview materials shall be reviewed and approved by the Vice Chancellor of HR (prior to the interviews) to ensure compliance with the District’s policies and regulations and state and federal laws, codes, and regulations. The Vice Chancellor of HR may make editorial changes; however, if substantive changes are deemed necessary, they will be made in consultation with the Chair.
 - 6. The interview materials shall be kept confidential by the Committee throughout the recruitment and selection process, and indefinitely, thereafter.
- E. Special Testing and Extra Materials: Any special testing or extra materials required for the position shall be established by the Chancellor, Vice Chancellor, or President and/or Committee, and approved by HR. Any special testing shall be conducted under the supervision of HR.

VI. APPLICATION EVALUATION PROCESS

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- A. Determination of Application Completeness and Minimum Qualifications: HR shall screen all applications for completeness and minimum qualifications in accordance with the established protocol, before releasing them to the Committee. All complete applications which have been certified to meet minimum qualifications shall be included in the process to be considered by the Committee. The Recruiter may consult with the Chair regarding the determination of minimum qualifications.
- B. Redacting Applications: After all applications have been screened for completeness and minimum qualifications, the Recruiter will ensure that all applicants' names are redacted. Exceptions may be made by the Director of Recruitment and Employment Services for unique circumstances.
- C. Application Evaluations (Paper Screening):
 - 1. Each Committee member shall independently evaluate all of the applications released by HR in accordance with the established protocol.
 - 2. During the application evaluation process, Committee members may not download, save, copy, or alter any applications, or append any comments or marks.
 - 3. Upon conclusion of the application evaluation process, any notes shall be submitted to the Recruiter, by each individual Committee member.
- D. Committee Deliberation Meeting After Paper Screening to Select Interview Candidates:
 - 1. After all Committee members have completed paper screening, the Committee will meet with the Recruiter to discuss and select interview candidates.
 - 2. Committee members may bring their paper screening rankings to this meeting to assist in their selection of candidates for interviews.
 - 3. At this meeting, the Committee and the Recruiter will determine how many candidates will be invited to an interview.
- E. Minimum Number of Interview Candidates: If the Committee is unable to select at least three (3) interview candidates, the Vice Chancellor of HR, in consultation with the Chancellor, Vice Chancellor, or President, may agree to proceed with fewer than three (3) interview candidates.

VII. INTERVIEW PROCESS

- A. Interview Scheduling: Candidates shall be given at least 10 business days' notice of the interviews.
- B. Travel Reimbursement: Candidates may be reimbursed according to the District's policies and regulations (if applicable).
- C. Committee Materials: Prior to the commencement of the interviews, HR shall provide the Committee with any applicable materials, such as the interview schedule, candidate evaluation forms, note taking forms, etc., which may also include the candidates' applications.
- D. Interview Questions (Candidates):

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1. Prior to their interview, each candidate shall be provided a minimum of 10 minutes to review and take notes on the interview questions. Each Committee shall determine the time allotted for review.
2. During the interview, each candidate may refer to their notes.
3. Upon conclusion of their interview, each candidate's notes shall be collected by the EEO representative.
4. If a candidate is unclear about the meaning of a question, they may request clarification from the Committee.

E. Interview Questions/ Assessments (Committee):

1. Each candidate shall be assessed and interviewed in the same manner.
2. Follow-up questions may be asked to clarify or further investigate an answer given by a candidate.

If, in the judgment of the EEO representation, a follow-up question is inappropriate because it violates standards of non-discrimination, the EEO representative shall direct the candidate to disregard the question. After the completion of the candidate's interview, the EEO representative shall notify HR of the incident.

3. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, etc., must be referred to HR.
4. Every effort shall be made to maintain consistent standards of candidate evaluation throughout the interview process.

F. Group Discussion:

1. Committee members shall be given an opportunity to discuss each candidate after their interview. In addition, the Committee shall discuss all of the candidates together at the conclusion of all interviews.
2. A comprehensive discussion (i.e., deliberation) shall take place only after all interviews are completed.
3. No discussion of any candidate may take place unless the EEO representative and all Committee members are present.
4. Committee members are encouraged to discuss candidates' fulfillment of Job-Related criteria in a candid and thorough manner, but shall not discuss the specific ranking to be given to any candidate.
5. The EEO representative shall be responsible for ensuring that discussion is limited to Job-Related criteria.

G. Progressive Ranking:

1. Upon conclusion of a candidate's interview (and the Committee's discussion of the candidate's interview), each Committee member shall rank the candidate using the progressive ranking form provided by HR.

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2. A candidate’s ranking shall be based on the interview process (application evaluations shall not be considered), including, but not limited to, their answers to the interview questions, assessment activity (or activities), presentation, and/or any requested supplemental materials, etc. (Committee members may not accept any supplemental materials that are not required of all candidates).
3. Each Committee member is responsible for exercising their independent judgment in ranking each candidate.

H. Final Ranking and Selection of Finalists:

1. Upon conclusion of all of the candidates’ interviews, the Committee shall deliberate to determine the final rank of all candidates and select finalists for second level interviews.
2. During the deliberation, the Committee members’ rankings shall be compiled (by the Chair, EEO representative, and/or Recruiter) on the ranking summary form provided by HR.
3. Upon conclusion of the deliberation, the final rank of all candidates shall be recorded (by the Chair, EEO representative, and/or Recruiter) on the ranking summary form provided by HR, and the finalists selected for second level interviews shall be recorded on the process record form provided by HR.

I. Minimum Number of Finalists for Second Level Interviews:

The Committee shall make every effort to select at least three (3) finalists for second level interviews. If unable to do so, with approval from the Chancellor, Vice Chancellor, or President, the Committee may select fewer than three (3) finalists for a second level interviews if they feel they have a Job-Related justification.

- J. The Chair shall notify (in-person or via phone) any internal candidates that they were not selected as a finalist for second level interviews.

VIII. SECOND LEVEL INTERVIEWS (REQUIRED)

- A. Unranked List of Finalists: The Chancellor, Vice Chancellor, or President shall be provided an unranked list of finalists, in alphabetical order, by HR.
- B. Conducting Second Level Interviews: The Chancellor, Vice Chancellor, or President shall interview the finalists alongside other Management Team Members and/or other individuals invited (by the Chancellor, Vice Chancellor, or President) to participate in the process.
- C. Scheduling Second Level Interviews: Finalists shall be given at least five (5) business days’ notice of the second level interviews.
- D. Travel Reimbursement: Finalists may be reimbursed according to the District’s policies and regulations (if applicable).
- E. Substantially Similar Second Level Interviews: Although variations are permitted, each finalist shall receive a substantially similar second level interview of approximately the same duration, involving the same segments and exercises.

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- F. Second Level Interview Materials: The second level interview materials shall be provided to HR at least five (5) business days before the second level interviews. The second level interview materials shall be reviewed and approved by the Vice Chancellor of HR (prior to the second level interviews) to ensure compliance with the District’s policies and regulations and state and federal laws, codes, and regulations. The Vice Chancellor of HR may make editorial changes; however, if substantive changes are deemed necessary, they will be made in consultation with the Chancellor, Vice Chancellor, or President.
- G. Second Level Interview Questions: During the second level interview, any approved, Job-Related questions, including follow-up questions to clarify or further investigate an answer given by a finalist, may be asked. If a finalist is unclear about the meaning of a question, they may request clarification from the second level interview panel.
- H. Additional Second Level Interviews: Upon conclusion of second level interviews, in the event none of the finalists are deemed viable, in lieu of a failed search, the Chancellor, Vice Chancellor, or President may request that the Committee reconvene to determine if any additional finalists can be selected for second level interviews (from the candidates for first level interviews, in next highest rank order, as determined by the Committee, and recorded on the ranking summary form provided by HR). Any additional finalists selected for second level interviews shall be at the discretion of the Committee.
- I. Consultation: The Chancellor, Vice Chancellor, or President shall consult with the Chair after the second level interviews, and before a recommendation for appointment is made.
- J. The Chair shall notify (in-person or via phone) any internal finalists that they were not selected for the position.

IX. ADDITIONAL INTERVIEWS (OPTIONAL)

- A. Conducting Additional Interviews: Upon conclusion of the second level interviews, the Chancellor, Vice Chancellor, or President may conduct additional interviews with any of the finalists.
- B. The Chair shall notify (in-person or via phone) any internal finalists that they were not selected for the position.

X. PROFESSIONAL REFERENCE CHECKS

- A. Timing of Professional Reference Checks: Professional reference checks shall be completed prior to the recommendation for appointment by the Chancellor, Vice Chancellor, or President.
- B. Required Professional References: At least three (3) professional references (for each finalist or the selected candidate) from the following categories shall be provided:
 - 1. Current supervisor(s);
 - 2. Previous supervisor(s) (from the past five (5) years);
 - 3. Colleague(s) or co-worker(s) who can address professional competency and skills relevant to the position; and/or

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- 4. Other professional references.
- C. Unavailable or Insufficient Professional References: If any of the individuals provided as professional references is unavailable, or if sufficient professional references are not provided, HR may request additional professional references.
- D. Conducting Professional Reference Checks: Professional reference checks shall either be conducted by the Chair and/or designated member(s) of the Committee and recorded on the applicable form provided by HR or, if applicable, electronically in accordance with the designated protocol; however, with authorization from the Vice Chancellor of HR, professional reference checks may be conducted by a third-party.
 - 1. When conducting professional reference checks for a finalist or the selected candidate, each professional reference shall be asked the same questions, including whether they can recommend them without reservation and, if not, to specify any reservations.
 - 2. Follow-up questions may be asked to clarify or further investigate an answer given by a professional reference. If a reference is unclear about the meaning of a question, they may request clarification from the reference checker.
 - 3. The reference checker(s) shall ask no question that is impermissible under applicable laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position.
 - 4. Additional questions may be added to the applicable form provided by HR, (by the Chair, designated member(s) of the Committee, Chancellor, Vice Chancellor, and/or President) as long as they are asked of all professional references for all finalists or the selected candidate and, in advance, reviewed and approved by the Vice Chancellor of HR.
 - 5. The reference checker(s) shall not provide any derogatory or confidential information about the finalists or selected candidate, or any assessment of the quality of the finalists' or selected candidate qualifications to any individual providing a professional reference.

XI. ADDITIONAL PROFESSIONAL REFERENCE CHECKS

Conducting Additional Professional Reference Checks: Additional professional reference (or other Job Related) checks may be conducted by the Vice Chancellor of HR, as permitted by law.

XII. VERIFICATION OF EDUCATION AND EMPLOYMENT

The Recruiter may verify the education and employment listed on the selected candidate's application before a recommendation for appointment is made.

XIII. SUSPENDING THE RECRUITMENT AND SELECTION PROCESS

At any time for any compelling reason, the Chancellor, Vice Chancellor, President, and/or the Vice Chancellor of HR may suspend the recruitment and selection process for

Management Team Members, pending determination of an appropriate action via consultation with the Vice Chancellor of HR.

XIV. TERMINATING THE RECRUITMENT AND SELECTION PROCESS

At any time for any compelling reason, the Chancellor, Vice Chancellor, President, and/or the Vice Chancellor of HR may terminate the recruitment and selection process for Management Team Members.

XV. RECOMMENDATION FOR APPOINTMENT

Selection, Approval, and Ratification: The Chancellor, Vice Chancellor, or President shall have primary responsibility for making the final selection decision. The Recruiter shall notify the selected finalist of the decision, and extend a conditional offer of employment, unless the Vice Chancellor of HR approves the Chair (or another individual) to do so. All selection decisions are subject to approval and ratification by the Chancellor and Board, respectively.

References:

Education Code Section 87002

Government Code Section 3540.1(g) and (m)

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