

**CHAPTER 2: Administration and General Institution  
ADMINISTRATIVE PROCEDURE NO. 2.02.1**

**ADMINISTRATIVE PROCEDURE  
San Mateo County Community College District**

**Subject:** AP 2.02.1 Chancellor of the District: Selection Procedures  
**Revision Date:** 2/13  
**References:** Education Code Sections 70901.2, 70901(b)(7), 70901(d), 87100 et seq.; Title 5  
Sections 53000 et seq. and 51023.5; Accreditation Standard III.1.A

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**GENERAL PRINCIPLES**

The following principles shall guide all activities related to the screening and selection of a new Chancellor:

1. San Mateo County Community College District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, color, national origin, gender, sexual orientation, religion or marital status. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect and sensitivity that will enable them to effectively work in a multi-cultural, multi-lingual educational environment. The Board of Trustees is committed to assuring equal opportunity practices throughout the screening and selection process for a Chancellor.
3. Emphasis is placed on the responsibility of the Board of Trustees to ensure the quality of the Chancellor being hired.
4. Clear efforts are made to comply with Federal, State and local laws, and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
5. Between the announcement of the vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
6. All participants in the selection process receive appropriate orientations to equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals can be assured.
7. The Board of Trustees assures broad perspectives and commitment to equal opportunity.
8. The Board of Trustees shall maintain confidentiality throughout, and following completion of, the selection process.

## **I. DEVELOPMENT OF THE JOB ANNOUNCEMENT**

The appropriate sections of the job announcement (specific position duties and responsibilities; desirable skills and attributes) will be developed by the Vice Chancellor - Human Resources and Employee Relations and, as necessary, a Search Firm engaged to assist in the recruitment. The announcement will be approved by the Board of Trustees. The announcement will assure equal employment opportunity and the “desirable qualifications” listed in the job announcement will not adversely impact individuals based on race, ethnicity, language group, national origin, gender, sexual orientation, religion and/or marital status.

The Vice Chancellor - Human Resources and Employee Relations will provide a range of technical services and consultation, as appropriate, to assure that the job announcement, recruitment activities and screening /selection process, criteria, forms and documentation comply with applicable current laws and regulations, as well as District policies and procedures.

## **II. ELEMENTS OF THE JOB ANNOUNCEMENT**

The Chancellor job announcement shall include the following information:

1. Description of the primary duties and responsibilities (essential functions) of the position.
2. State-mandated and Board-approved requirements.
3. A state-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.
4. Additional, job-related (bona fide occupational qualifications) “desirable skills and attributes” such as
  - a. Additional degrees, licenses or certificates
  - b. Special fields of training and/or experience
  - c. Specific experience
  - d. Other job-related knowledge, skills and/or abilities as appropriate

## **III. THE SCREENING COMMITTEE**

A. The Screening Committee will be comprised of members of the Board of Trustees.

### **B. SCREENING COMMITTEE ADVISORS**

The Vice Chancellor - Human Resources & Employee Relations or and/or the Search Firm representative will serve as advisors to the Board of Trustees and will be responsible for the logistical management of the screening process.

The Board of Trustees will:

- a. whenever possible, bring a variety of perspectives to the assessment of applicant qualifications;
- b. require members to attend all selection meetings;
- c. include all members in votes that are taken and decisions that are made throughout the selection process; and
- d. preserve and respect the confidentiality of the screening and selection process at all times. If confidentiality is breached, or if prejudicial statements are repeated after a warning, the Board President may, in consultation with the Vice Chancellor - Human Resources and Employee Relations disband the process.

C. **SCREENING COMMITTEE ORIENTATION**

All members of the Board of Trustees will receive orientation at the beginning of the process that will include the following types of information:

- a. Importance of confidentiality throughout the process.
- b. The District commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified candidates regardless of race, ethnicity, language group, color, national origin, age, gender, sexual orientation, religion and/or marital status.
- c. The respective roles, contributions and responsibilities of each Screening Committee member in assuring fair, objective and equal treatment of all candidates.
- d. Review of the selection process, its steps, projected timelines, and requirements for legal documentation of the screening and selection of candidates.
- e. Technical aspects of the process, including review of the knowledge, skills and abilities (KSAs) that will be used to pre-determine Committee paper screening criteria, procedures, interview questions and skills demonstrations; rating criteria, appropriate forms and documentation (the Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process).
- f. The legalities and procedures related to the selection of candidates as “finalists.”
- g. Guidelines regarding the procedures, current law, confidentiality and documentation required for reference checking.

IV. **DEVELOPMENT OF THE ASSESSMENT PLAN**

A. **PAPER SCREENING GUIDELINES**

Prior to receiving any application materials from candidates, the Board of Trustees shall again review the knowledge, skills and abilities (KSAs) that are stated on the job announcement and determine which of the KSAs will be most appropriate to use as criteria in screening the application materials. The Board of Trustees will also pre-determine the appropriate weighting of the KSAs, the procedures for rating, the form that will be used, and the procedure that will be used to select candidates for subsequent steps in the process.

B. **INTERVIEW AND SKILL DEMONSTRATION GUIDELINES**

Interview questions and skill demonstrations will comply with current law; be based solely on bona fide, job-related knowledge, skills and abilities (KSAs) as stated in the job announcement; and will be appropriate to the subject matter. Each Screening Committee member shall document the quality of the candidates’ responses using the pre-determined set of KSAs, rating system and form. Interview questions and skill demonstrations must be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

- Questions are open ended in order to prompt full and complete responses from the candidate.
- Include pre-determined “key response elements” (KREs) that can be used by the Screening Committee to evaluate the quality of the candidate’s responses. “Key Response Elements” are lists of desired responses that the Screening Committee can listen for in order to guide their rating and documentation of candidate responses to each interview question. “KREs” are derived from the knowledge, skills and abilities being “tested” by each interview question.

The Board of Trustees may include the following as part of its assessment plan:

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- Interview questions related to candidates' experience with, and sensitivity to diversity of cultures, language groups and abilities within the student body and staff as a measure of preparedness to work in a multi-cultural, multi-lingual environment.
- Assessment of supplemental information such as examples of job-related, professional work that may be requested of, and provided by each candidate.
- Skill demonstration(s): a practical, job-related test of professional competence; written composition exercise; demonstration on job-related use of technology.

### **V. CLOSE OF THE RECRUITMENT PROCESS**

At the close of recruitment, the Vice Chancellor - Human Resources and Employee Relations will package the application materials that were received during the recruitment process and forward them to the Board of Trustees. The Vice Chancellor - Human Resources and Employee Relations will coordinate the organizing of Committee meetings; pre-screening applicant materials, development of interview questions and skills demonstrations, rating forms, Board orientation, and candidate notification.

Pursuant to Title 5, the Vice Chancellor - Human Resources and Employee Relations will implement the following guidelines relative to applicant pools and the selection process:

1. The application for employment shall afford each applicant an opportunity to voluntarily identify his or her gender, ethnic group identification and, if applicable, his or her disability. This information shall be kept confidential and shall be used only in research, validation, monitoring, evaluating the effectiveness of the District's equal employment opportunity program, or any other purpose specifically authorized in Title 5, or by any applicable statute or regulation.
2. After the recruitment has closed, the composition of the initial applicant pool shall be analyzed by the Vice Chancellor - Human Resources and Employee Relations to ensure that any failure to obtain projected representation for any monitored group (defined in Title 5, as an ethnic group, gender, or persons with disabilities that are employed by the District but whose percentage relative to other groups is below 80% of the projected representation for that group in the specific job category) is not due to discriminatory recruitment procedures. When recruitment efforts have offered an opportunity for participation to a wide diversity of potential applicants or further recruitment efforts would be futile, applications shall be screened to determine which candidates satisfy job specifications set forth in the job announcement.
3. The Vice Chancellor - Human Resources and Employee Relations shall analyze the composition of the qualified applicant pool to ensure that no monitored group is adversely impacted pursuant to Title 5 regulations. If adverse impact is found to exist, the Vice Chancellor - Human Resources and Employee Relations shall take effective steps to address the adverse impact before the selection process continues. Such steps may include, but are not limited to:
  - a. extending the recruitment deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted monitored group have equal opportunity to seek employment with the District;
  - b. including all applicants who were screened out on the basis of any locally established qualification beyond minimum qualifications, which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law or which are not among those which the California community college Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.
4. If adverse impact persists after taking required remediation steps, the selection may proceed only:

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- a. if the job announcement does not require qualifications beyond the Statewide minimum qualifications; or,
- b. locally established qualifications beyond State minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable; or,
- c. the particular qualification beyond the Statewide minimum qualifications which are used in the job announcement are among those which the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system;

**VI. SCREENING OF APPLICATION MATERIALS**

**PAPER SCREENING PROCESS**

Using the pre-determined rating criteria, form and rating methodology, all members of the Screening Committee shall review all completed application materials and shall then select for interview those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials and the selection of interviewees, the Vice Chancellor - Human Resources & Employee Relations and/or the Search Firm shall be responsible for notifying applicants who were not selected. Such notification will be prepared and mailed as soon as possible upon completion of the application materials screening.

**VII. SCREENING OF INTERVIEWEES**

All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process, must be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Board of Trustees may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, the Board of Trustees must assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

All members of the Board of Trustees must be present during all of the interviews. If a Board member is unavoidably absent and subsequent interviews cannot be rescheduled, the remaining Board members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Board, the President of the Board will decide on a course of action.

**A. INTERVIEW DOCUMENTATION**

An interview/skill demonstration rating form must be completed and signed by each member of the Board of Trustees in order to document the quality of each candidate's responses. The Board of Trustees is responsible for reviewing all of the completed rating forms to assure that comments made by Board members relate only to job-related criteria.

At the conclusion of the interviews and skill demonstrations, the Committee Chair shall compile all of the rating forms, Board member notes and other written documentation of the process into a final and

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confidential record that will be sealed and maintained in a designated location at the District Office of Human Resources for a period of three (3) years as required by law.

The Vice Chancellor – Human Resources and/or the Search Firm representative shall be responsible for notifying unsuccessful interviewees.

### **B. CRITERIA FOR THE RECOMMENDATION OF FINALISTS**

Several factors are to be considered by the Board of Trustees in selecting interviewees who will be forwarded as finalists. The selection should be based on a combination of the information contained in the candidates' application materials; the interview performance, and results of the skill demonstration or other pre-determined, job-related assessment tool. Such factors as the following shall be considered:

- Demonstrated professional competence
- Scope and quality of professional preparation
- Experience and skills related to the position
- Demonstrated skill and preparation to work in a multicultural, multilingual educational environment
- Sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.

The Board of Trustees will select as finalists those candidates who most closely meet the selection criteria, are well qualified in the opinion of the Board members, and would be most likely to be successful if selected for the position. A District administrator, who has served as an interim Chancellor for which the search is being conducted, and is an applicant for the permanent position, will be interviewed by the Board of Trustees.

The following items also shall be forwarded to the hiring manager along with the finalists' names:

- originals of each finalist's application or resume;
- a list of the interview questions and key response elements used to interview candidates; and
- committee comments regarding the strengths of each finalist, and information about any job-related issues that can more effectively be discussed during the final interview.

### **C. FINAL INTERVIEWS AND REFERENCE CHECKS**

Reference checks will be conducted by Board members and may direct the Vice Chancellor - Human Resources and Employee Relations to conduct further reference checks.

The person who is eventually selected for hire will be from among the finalists who were recommended. If the Board of Trustees does not select one of the recommended finalists, the Board will explain the decision. The Board of Trustees may elect to review the pool of candidates and recommend additional finalists, or the Board of Trustees may reopen the hiring process.