CONFIDENTIAL EMPLOYEE
HIRING PROCEDURES

The attached document represents the procedures for hiring confidential employees at the College of the Sequoias Community College District.

__________________________________________________________________________
Stan Carrizosa                                           Linda Reis
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College of the Sequoias                                  College of the Sequoias

_________ Date ↑ ________________________________________________ Date ↑
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PHILOSOPHY
It is the philosophy of the College of the Sequoias Community College District ("District") that confidential employee hiring procedures and guidelines be established which provide for the employment of highly qualified individuals who are knowledgeable in their specific area, who are skilled in performing the essential functions of the job, and who can assist in the effort to foster overall District effectiveness.

In addition, the Board of Trustees, represented by the administration, has the legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is the District’s philosophy that the responsibility for selecting well qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

PRINCIPLES
The following principles shall guide all activities related to the recruiting, screening, interviewing and selecting new confidential employees:

1. The District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, creed, color, religion, gender, national origin, mental or physical disability, medical condition, genetic information, military service, age, sexual orientation, marital status or any other basis protected by law. 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 diverse environment. The Board of Trustees, administration, and hiring committee members share the responsibility for ensuring equal opportunity practices throughout the recruitment, screening, interviewing and selection process.

3. Hiring decisions shall comply with federal and state laws, state administrative regulations, and the District’s commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.

4. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.

5. All participants in the hiring process shall receive appropriate training in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals will be ensured.

6. Individuals, who are knowledgeable about and responsive to District commitment to equal opportunity, are included on Hiring Committees. Hiring Committee membership shall be diverse, in order to broaden perspectives and to better represent the District commitment to equal opportunity.
7. Final hiring decisions are made by Superintendent/President and promptly communicated to the hiring committee.

8. Hiring committees shall maintain confidentiality throughout and following completion of the selection process.
DETERMINATION OF CONFIDENTIAL EMPLOYEE HIRING NEEDS

STAFFING REVIEW
An Annual Staffing Review process for the District will help to assure that programs, services, and functions are organized and staffed in the most effective manner and that all organizational and staffing changes throughout the District are subject to continuing and comprehensive review and justification. This process will also assure that staffing requests ranked by the appropriate entities per Administrative Procedure 3261 (through Program Review) but not filled because of financial constraints are still maintained as viable options on the Annual Staffing Review Report. Program Reviews and Bi-annual Updates receiving less than Satisfactory rating from the Institutional Program Review Committee will not be eligible to have any positions filled for the subsequent academic year.

Administrators have primary responsibility for assuring effective staffing of their respective areas of responsibility. They shall annually review their staffing requirements and submit these requirements to the appropriate area Vice President by June 30 each year. These will be reviewed by President’s Senior Management during the first 30 days of the fall semester. As programs are modified or as other conditions outside of the annual planning cycle dictate, administrators shall submit reorganization proposals and/or revised staffing requirements to their appropriate area Vice President for consideration.

Confidential staffing needs may change outside of the annual planning cycle due to unforeseen circumstances. At the Superintendent/President’s discretion, hiring of new and/or replacement positions can take place outside of this annual planning cycle to ensure District and student needs are met. In the event that this does occur, the Annual Staffing Review Report will be consulted along with a review of the details of the current staffing request. This information will be presented by the Superintendent / President to the Senior Management and District Governance Senate for advisory recommendation prior to paperwork being submitted to Human Resources.

The Annual Staffing Review Report, maintained by Human Resources, shall consist of the following for the Superintendent/President’s Office, Administrative Services, Academic Services, and Student Services areas:
- By Job Title (or classification), a listing of current employees with their date of hire, pending retirement date (if known).
- Additional positions within that Job Title (or classification) that have been approved but not filled (with planning cycle date of approval).
- Anticipated number of additional employees required.
- Budgetary needs to add/replace staffing by classification.

APPROVAL PROCESS USED TO FILL CONFIDENTIAL VACANCIES
A manager who supervises the department/division in need of a confidential employee (whether a replacement position or a new position) is responsible for initiating a confidential employee hire.

After determining a need exists, the manager will confer with his/her area Vice-President. Upon approval from the area Vice-President, the Vice-President will bring the recommendation to Senior Management for approval of the hiring. If the position is a new position (as opposed to a replacement position), the Superintendent/President will present his/her recommendations to the District Governance
Senate for additional feedback. The Superintendent/President will then authorize the hiring of new or replacement classified positions and direct the area Vice-President to submit a Personnel Request form to Human Resources.

**HIRING COMMITTEE MEMBERSHIP**

Once the need for a confidential position has been established, the following will apply with regards to the hiring committee membership:

1. **Chair:** The chair of the hiring committee is either the manager who directly supervises the position where the vacancy exists or his/her designee.

2. **Size:** The Hiring Committee shall consist of no more than seven and no fewer than four voting members.

3. **Hiring Committee Makeup:** Confidential hiring committees shall be composed of:
   a. Chair (Administrator);
   b. A confidential staff member;
   c. A classified staff member;
   d. Administrator;
   e. Additional administrator (optional);
   f. Additional confidential staff member (optional);
   g. An additional classified staff member (optional);
   h. A faculty member (optional);
   i. An adjunct faculty member (optional);
   j. A community member (optional);

4. **Replacement:** If the size of the Hiring Committee falls below the required minimum number of members, the Chair shall appoint, if necessary, a replacement.

**JOB DESCRIPTION / JOB FLYER**

Job descriptions, minimum qualifications, and all related knowledge, skills and abilities for confidential positions are created by the District.

Once a job description has been successfully created, the Human Resources Office and the chair of the hiring committee will draft a job flyer for the position. The job flyer will, typically, contain the following information:

- Job title;
- Description of the position and duties (if applicable, ability to develop outcomes and assessments);
- Location of the job;
- Minimum qualifications required for the position;
- Number of hours per day;
- Normal work shift times;
- Days per week and months per year assigned to the position;
- Salary range;
- Application deadline.

The resulting job flyer will then be reviewed by the hiring committee members for feedback and final approval.

HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY OFFICER RESPONSIBILITY
The Human Resource Services Office and the appointed Equal Employment Opportunity Officer will monitor the entire process as non-voting members of the committee to insure compliance with all relevant federal and state laws and District’s policies and regulations. Human Resource Services Office will keep all relevant records for a period of three years for the purpose of verifying the legality of the selection procedures.

EQUAL EMPLOYMENT OPPORTUNITY PLAN
It is the responsibility of the Human Resource Services Office, the Equal Employment Opportunity Officer and the administration to jointly design procedures that insure the participants in the selection process are knowledgeable about applicable federal and state law and the equal employment opportunity goals and procedures of the District. This training is to familiarize the participants with the binding legal constraints the District works under, as well as suggest a variety of approaches to meeting the requirements of quality hiring and equal employment opportunity.

Since equal employment opportunity works best when it increases the number of qualified applicants to the District, it is imperative that there be enough time to extend the deadline for each position, if deemed necessary. This underscores the need for early position identification and announcement. It also requires the suggestions of the Equal Employment Opportunity Officer or his/her designee in reviewing the composition and size of the committee (which should include members with diverse perspectives). The Equal Employment Opportunity Officer shall serve as a consultant on District regulations and federal and state applicable laws and be responsible for the application of equal employment opportunity policies and procedures.
SELECTION PROCEDURES

APPLICATION REVIEW / SCREENING
The hiring committee will meet to develop the rating system it will use to evaluate the applications submitted. The rating criteria will be forwarded to the Equal Employment Opportunity Officer or his/her designee to review for job relatedness.

The Dean of Human Resource Services, the Equal Employment Opportunity Officer and the hiring committee chair, shall determine the adequacy of the employment pool based on all applications received and will determine whether or not to extend the application deadline.

All applications shall be received and initially screened for minimum qualifications by the Human Resource Services Office. All completed applications shall be categorized as either having clearly met minimum qualifications or as being unclear as to having met minimum qualifications. All complete applications will be made available to the hiring committee. The hiring committees shall make final determination as to whether applicants meet the minimum qualifications.

Only the members of the hiring committee who have participated in the entire paper screening process will rate the applicants and determine the number to be interviewed. The hiring committee, in consultation with the Equal Employment Opportunity Officer will determine the number of applicants to be interviewed. The hiring committee may select candidates to interview or recommend either to extend the deadline for application or not to fill the position at that time.

INTERVIEW CRITERIA
Questions for the interview (along with an appropriate and equitable follow-up question format) and a rating system will be devised by the hiring committee and reviewed by the Equal Employment Opportunity Officer. It is the responsibility the Equal Employment Opportunity Officer to provide the members of the hiring committee with adequate guidance and instruction prior to interviews, so that all voting members of the hiring committee may knowledgeably rate and rank candidates.

The hiring committee chair shall work with the Dean of Human Resources to schedule and facilitate hiring committee interviews of selected candidates.

All hiring committee members must attend all interviews and be punctual. If a member misses any interviews, he/she shall not participate in the final ranking procedure.

INTERVIEW PROCESS
1. **Interview** – The purpose of the interview is to evaluate the professional competence, technical proficiency, sensitivity to diversity, and where appropriate, community college issues, professional activities, and other characteristics of the candidates as stated in the position announcement.

   Each hiring committee member shall document the quality of the candidates’ responses and assign a score based on the value determined by the hiring committee for each question.
All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process should 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 score each candidate. The hiring committee 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, hiring committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

Members of the hiring committee shall be present during all of the interviews. If a hiring committee member is unavoidably absent and interviews cannot be rescheduled, the remaining hiring committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the hiring committee membership, the chair and Dean of Human Resources (or designee) will decide on a course of action. The course of action decided upon should be documented and included in the materials at the conclusion of the hiring process.

Following the conclusion of all of the interviews, the hiring committee member shall independently complete his/her scoring for each candidate. His/her results will be recorded with the other members’ scores.

If agreed upon by the hiring chairperson (especially when the chair will be the direct supervisor over the confidential vacancy that was just interviewed), the hiring committee has the authority to make a final recommendation to the Board of Trustees for the hiring of the vacant confidential position.

If, however, a second interview is deemed necessary by the hiring chair, then the resulting ratings of the interview committee will be reviewed and a “natural break” identified which will indicate the most qualified candidates and that number of candidates will be advanced to a second interview. The second committee membership will consist of the chair and his/her designees. The names will go unranked to the second interview. Of the recommended candidates whose names are sent forward, the interview process may result in any one of the candidates being hired for the position.

**EXIT INTERVIEW**

Following the interview, each candidate will be asked to complete a voluntary Candidate Exit Interview form. The purpose of this form is to gather feedback on the District’s hiring process. Completed forms will be reviewed by the District’s Equal Employment Opportunity Advisory Committee on a regular basis and the data collected will be used to improve the District’s hiring processes, as needed.
FINAL AND CONFIRMATION PROCEDURES

After the successful candidate has been selected, Human Resources or designee will conduct a background check on the candidate. If the background check is positive, the Human Resources Office will extend an offer of employment and present the hire to the Board of Trustees on a consent calendar for ratification.

After the hire, the Human Resources Office will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits, and other employee services.

The Human Resources Offices shall contact the unsuccessful candidates after the hiring process is complete.