The attached document represents the procedures for hiring management employees.

Stan Carrizosa  
Superintendent/President  
College of the Sequoias

John Bratsch  
Dean of Human Resources  
College of the Sequoias

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RECRUITMENT AND SELECTION OF MANAGEMENT PERSONNEL

The recruitment and selection of managers shall be conducted in accordance with the District's Management Hiring Procedures which are as follows:

1. Recruitment

   A. Senior Management Council (“Senior Management”) and/or designee(s) which include immediate supervisors for all vacant positions review all management vacancies and organizational needs to determine ongoing need for the position.
   B. Senior management and/or designee(s) set all minimum and desired qualifications for management positions.
   C. Senior management and immediate supervisor for vacant position review possible revisions to job descriptions and titles and may invite faculty/staff input.
   D. Senior management and immediate supervisor for vacant position reviews salary placement for vacancies and re-affirm or adjust salary placement in accordance with any changes in duties/responsibilities.
   E. Management position vacancies are advertised and posted through all appropriate human resource channels for a period of time to be determined by the immediate supervisor for vacant position in consultation with the dean of Human Resources. Conditions sometimes change during the filing period, which requires a vacancy to be revised to meet these changes. If this occurs Human Resources may rescind the original job advertisement and replace it with an updated/revised advertisement and adjust timelines if necessary.

2. Interview Process (for all levels of positions)

   A. Upon the closing of the candidate filing period, the Human Resources staff will conduct an initial review all applications and identify all applicants who meet minimum qualifications as eligible for a possible interview.
   B. A representative from Human Resources or designee will serve as a neutral proctor throughout the interview process specifically to ensure compliance with equal employment opportunity laws as well as facilitate protocols to preserve the integrity and consistency of the hiring process.
   C. The immediate supervisor for vacant position will serve as chairperson of the interview panel. The panel chairperson and interview panel (College Stakeholders panel when dual panels are used) will establish criteria and screen eligible applicants for selection of candidates for interviews. The panel chairperson has final approval of candidates selected for interview.
3. Management Positions (Below Dean Level)

The initial interview process will consist of two separate activities. These activities will include an interview with a single representative panel and a job-specific simulation activity.

Each activity is conducted and scored separately (confidentially) then cross-referenced to identify frequency of highest independent scores of each candidate. This technique of blind scoring is intended to strengthen objectivity and reliability in predictors for success.

Simulation activities will be job-specific and designed by immediate supervisor for vacant position and area Vice President (VP) to reflect current management needs in the department. Human Resources will solicit participation of other VP’s to score the simulation activities.

A. Panel Activity

1) The supervising manager will be the chairperson of the interview panel which will consist of seven (7) or nine (9) members. Employee representatives on the panel are appointed in accordance with respective Master Agreements. Other members of the panel will be assigned by the panel chairperson and area VP in accordance with board policy. All panel participation is voluntary activity for all faculty, classified staff and student representatives. Panel interviews will generally last 45 minutes.

2) The dean of Human Resources and panel chairperson will conduct a pre-interview orientation to review/explain panel interview process.

3) The interview panel will review and revise interview questions if necessary. The panel chairperson will facilitate discussion and assign interview questions.

4) Panel members will score each candidate relative to responses to each of the interview questions.

5) Panel members will complete and submit the scoring of each candidate prior to engaging the next candidate.

6) At the conclusion of interviewing all candidates, panel members’ scoring is compiled and shared on a summary chart.

7) The summary chart will keep panel members anonymous but members will have an opportunity for discussion of the outcome of the ranking and individual candidates.
8) Panel chairperson will compile “panel notes” in the form of bulleted comments to be included with the summary chart and forwarded in the process for consideration.

B. **Job-specific Simulation Activity**

1) The simulation activity often referred to, as an “In Box” activity, is an opportunity for candidates to respond to a real-life situation encountered on the job. The standard simulation activity is a written exercise but different variations along with appropriate scoring process may be developed and approved by senior management. Faculty, staff, students may be invited to participate in the simulation development process. The simulation activity will be reviewed during panel orientation for information with the interview panel(s).

2) Candidates will typically be given a 30-minute period of time to review and prepare a written response to a workplace scenario. This simulation activity is done independently and results are submitted for confidential scoring in Human Resources.

3) Candidates will then be ranked based on their scores from the simulation activity. The panel chairperson and participating VP’s may then discuss their respective simulation rankings and individual candidate responses.

C. **Finalist Interviews**

1) The panel interview ranking is cross-referenced with the simulation activity ranking to identify candidates with highest combined rankings.

2) The pool of possible candidates to interview with superintendent/president (or designee) is initially determined by the combined scoring of the two independent processes (panel and simulation rankings). The panel chairperson in consultation with vice president(s) also review any interview panel notes and determine the number of candidates advanced to the finalist round of interviews.

3) Finalist interviews will be conducted by the superintendent/president. Others may be invited to participate in the finalist interviews at the discretion of the superintendent/president. Final reference checks may be made by the panel chairperson, superintendent/president and/or designee.

4) At the conclusion of finalist interviews and if an excellent candidate has been identified, the superintendent/president will make the management appointment and prepare a Board agenda item for ratification.
5) If such a candidate does not emerge the superintendent/president may extend the recruitment and conduct additional rounds of interviews.

4. Management Positions (Dean Level and Above - Dean/Provost/Vice President)

The initial interview process will consist of three separate activities. These activities include interviews with two representative panels and a job-specific simulation activity.

Each activity is conducted and scored separately (confidentially) then cross-referenced to identify frequency of highest independent scores of each candidate. This technique of blind scoring is intended to strengthen objectivity and reliability in predictors for success.

Simulation activities will be job-specific and designed by VP’s, Provosts for the vacant position to reflect current management needs in the department. Human Resources will recruit from other members of (except the president) senior management to assign neutral proctors to score the simulation activities.

A. Panel Activities

1) Two panels are formed and will conduct separate interviews to assess candidates’ different experience/expertise in specific areas essential to management/leadership success. Panel interviews will generally last 45 minutes.

2) The supervising manager will be the chairperson of the “College Stakeholders” interview panel which will consist of seven (7) or nine (9) members. Employee representatives on the panel are appointed in accordance with respective Master Agreements and board policy. Other members of the panel will be assigned by the panel chairperson and area VP. Panel participation is voluntary activity for all faculty, classified staff and student representatives. The stakeholders’ panel will assess important knowledge and skills under the broad areas of personal relations, leadership style, communication, organization, team-building, follow-through, etc. The College Stakeholders panel has the broadest representation of staff and will be the panel to participate in screening applications and recommending candidates for interview.

3) A different representative VP or provost will be the panel chairperson of the “Technical Skills” interview panel will consist of seven (7) or nine (9) district-level staff, managers and a faculty member recommended by Academic Senate with relevant technical experience. All other members of this panel will be approved by the panel chairperson and area VP.
Panel participation is a voluntary activity for non-management faculty, staff and students. The skills panel will assess important knowledge and skills under the broad areas of laws related to college administration, state and federal compliance, finance/budget, grants/categorical programs, personnel, employee evaluation, risk/liability, etc.

4) The Dean of Human Resources and panel chairpersons will conduct pre-interview orientations to review/explain panel interview process separately with each individual panel.

5) Each interview panel will review and revise interview questions if necessary. Interview panel chairpersons will facilitate discussion and assign interview questions.

6) Panel members will score each candidate relative to responses to each of the interview questions.

7) Panel members will complete and submit the scoring of each candidate prior to engaging the next candidate.

8) At the conclusion of interviewing all candidates, panel members’ scoring is compiled and shared on a summary chart.

9) The summary chart will keep panel members anonymous but members will have an opportunity for discussion of the outcome of the ranking and individual candidates.

10) Panel chairperson compiles “panel notes” in the form of bulleted comments to be included with the summary scoring chart and forwarded in the process for consideration.

B. *Job-specific Simulation Activity*

1) The simulation activity often referred to, as an “In Box” activity, is an opportunity for candidates to respond to a real-life situation encountered on the job. The standard simulation activity is a written exercise but different variations along with appropriate and scoring process may be developed and approved by senior management. Faculty, staff, students may be invited to participate in the simulation development process.

2) Candidates will typically be given a 30-minute period of time to review and prepare a written response to a workplace scenario. This simulation activity is done independently and results are submitted for confidential
scoring in Human Resources.

3) Candidates will then be ranked based on their scores from the simulation activity. The panel chairperson and participating VP’s may then discuss their respective simulation rankings and individual candidate responses.

C. Finalist Interviews

1) The panel interview and simulation activity rankings are cross-referenced with to identify candidates with highest combined rankings.

2) The pool of possible candidates to interview with superintendent/president (or designee) is initially determined by the combined scoring of the three independent processes (panels and simulation rankings). The panel chairpersons in consultation with vice president(s) also review any interview panel notes and determine the number of candidates advanced to the finalist round of interviews.

3) Finalist interviews will be conducted by the superintendent/president. Others may be invited to participate in the finalist interviews at the discretion of the superintendent/president. Final reference checks may be made by the panel chairperson, superintendent/president and/or designee.

4) At the conclusion of finalist interviews and if an excellent candidate has been identified, the superintendent/president will make the management appointment and prepare a Board agenda item for ratification.

5) If such a candidate does not emerge the superintendent/president may extend the recruitment and conduct additional rounds of interviews.