Response Task Force Sub Group  
Standard III – Resources  
Request No. 3 – Management Hiring Policies

1) State the problem or issue.  
   a. Connect to the Standard and/or Recommendation.  
      — Written hiring procedures exist for Management at COS, however, the procedures are brief 
      and do not accurately reflect all processes currently followed by the College.  
      — The college needs to “expand human resource processes to include hiring procedures for all 
      employees”, per the findings of the Accreditation Team in October 2012, Evaluation Team 
      Report, page 36, Recommendation #6, Standard III.A.1

2) Gather data on the problem/issue.  
   a. What data did you gather?  
      — Visited the website containing COS Board Policies and the COS Human Resources’ 
      website. Determined detailed hiring procedures for Faculty have been created and posted, as 
      well as brief hiring procedures for Management.  
      — Collected and reviewed Management Hiring Policies from Pasadena Area Community 
      College District, Peralta Community College District, Southwestern Community College 
      District, and Foothills-DeAnza Community College District.  
      — Conferring with Management Council and President regarding Management Hiring Policies. 
      A Management Council agreement does exist, which lists the brief hiring procedures.  
      — Reviewed the Faculty Hiring Procedures, which were listed on the COS Human Resources’ 
      website.  
   b. What did you find through the process of your evaluation?  
      — There are minimal hiring procedures in writing. COS Human Resources follows some 
      unwritten guidelines that are similar to Faculty Hiring Procedures.

3) Describe the proposed resolution.(4-W’s and How?)  
   a. How does the resolution address the problem/issue?  
      — (How/What?) Management Hiring Policies have been written and need review/approval by 
      the President, Management Council and the COS Board of Trustees. Upon approval, the 
      Policies can be posted to the COS Human Resources’ website and adopted as Board Policy.  
      The new written policies nearly mirror the hiring procedures for faculty.  The Faculty Hiring 
      Procedures were the guide used when writing the Management Hiring Policies.  
      — (Why?) Adopting and posting the Management Hiring Policies will provide a clear, written 
      process for hiring Managers and will fulfill Accreditation Recommendation #6 and meets 
      Standard III.A.1.  
      — (When?) Upon review and approval by the President, the Management Hiring Policies can 
      be forwarded to the COS Board of Trustees for approval and ratification by May 15th, 2013.

4) Describe assessment process.(connected to the standard)  
   a. How will you assess implementation?  
      — An Exit Survey currently exists for job interviewees. After each interview is completed, 
      candidates are given the Exit Survey to complete. The Exit Survey will be revised to include 
      questions that evaluate the hiring process.  
      — Answers from the Exit Surveys will be compiled into an annual Exit Survey Report by 
      Human Resources in December. The information will be given to the Equal Employment 
      Opportunity Advisory Committee.  
      — The EEOAC will assess the Exit Survey Report and provide feedback to improve and modify 
      the hiring policies.  
   b. What is your timeline for assessment?  
      — The annual Exit Survey Report will be given to the EEOAC in January, in order to evaluate 
      the effectiveness of the policies and modify them in the future.