

ADMINISTRATIVE HIRING PROCEDURES

1. General Statement

- 1.1. It is the policy of the San Francisco Community College District to establish administrative hiring procedures and guidelines that will provide the District with administrators, who can lead, organize, facilitate, plan, and supervise; who understand the needs of faculty and the learning process; and who value institutional effectiveness. Administrators who are hired must be individuals who are sympathetic and sensitive to the racial and cultural diversity in the District, and are well prepared by training and temperament to respond effectively to the educational needs of all the populations served by our community.
- 1.2. The State minimum qualifications and the District's local qualifications for administrators help to ensure that the District will select individuals who are competent to perform the administrative responsibilities that administrators are normally required to assume, such as supervision, organizational planning, and budget development and administrative leadership and oversight, and who understand the needs of the students and the learning process.
- 1.3. "Educational administrator" refers to an administrator who is employed in an academic position designated by the Board of Trustees as having direct responsibility for supervising the operation of or formulating policy regarding the instructional or student services program of the District. (*Title 5, Section 53402(b) defines "educational administrator".*) Hiring criteria for all educational administrators shall apply to the available positions (*Title 5, Section 53024*). All administrators in the Office of Instruction must have in addition to State minimum qualifications the local minimum qualifications of three years of teaching experience (or the equivalent) in an accredited post secondary institution. All administrators in the Office of Student Services must have in addition to State minimum qualifications the local minimum qualification of three years of faculty experience in Student Services or Instruction (or the equivalent) in an accredited post secondary institution.
- 1.4. "Classified administrator" refers to an administrator who is employed in a position designated, approved, or ratified by the Board of Trustees as having direct responsibility for formulating policy or administering specific programs within the College or District but does not meet the definition of an educational administrator.
- 1.5. Nothing in this document shall limit the rights and responsibilities of the Board of Trustees as provided by law.
- 1.6. Nothing in this document shall be interpreted to limit the rights, duties and responsibilities of the Title 5/EEO/ADA Compliance Officer or the Chancellor or designee to guard against adverse impact (*Title 5, Section 53024[b]*). The

Chancellor or designee has responsibility to suspend a selection process if needed and to require corrective actions.

- 1.7. These procedures must be interpreted and implemented to be in full conformity with any applicable law.
- 1.8. It is understood that “administrator” refers to those managerial positions so designated in the Organizational Chart of the District, and does not apply to Department Chairs, Program Supervisors or Civil Service Classified Managers. The term “administrator” also does not apply to exempt administrative or other employees.

2. Request for Position

When a new or replacement administrative position is desired, the request should be advanced by the Chancellor or the supervising Vice Chancellor with full justification to the Chancellor’s Executive Team. The Chancellor has full authority to determine the final status of the position.

3. Development of the Job Announcement

- 3.1. After the Chancellor’s Executive Team has reviewed the job description, the job announcement is drafted by the Human Resources Department in consultation with the Vice Chancellor, (or designee) who has requested the position for the area. If the position is for a Vice Chancellor or any other administrative position under the responsibility of the Chancellor, he/she will draft the job announcement in consultation with the Dean of Human Resources. The Academic Senate will be given opportunity for review and comment. The administration is responsible for the final identification of job-related duties, responsibilities, qualifications, and eligibility requirements. The announcement and a copy of the complete job description will be reviewed by the Title 5/EEO/ADA Compliance Officer to ensure conformity with the District’s EEO Plan (*Title 5*).
- 3.2. The job announcement will inform candidates that, if advanced to the final level of the process, reference checking (previous and current employers) will occur and that the submission of an application is an agreement to allow the District to conduct such a check.

4. Receipt of Applications

- 4.1. All applications, supporting papers, and letters will be sent to the Human Resources Department. Upon review of the applicant pool after the close of applications, the Human Resources Department will forward to the Search Committee Chair the files of applicants who claim they have qualifications equivalent to those stated in the job announcement. The Search Committee Chair, working with the Equivalency

Committee (consisting of two [2] administrators) will inform the Human Resources Department which applicants meet qualifications through Equivalency and the Dean of Human Resources will recommend to the Chancellor. The Chancellor will approve or disapprove the equivalency recommendation and inform the Human Resources Department. The Human Resources Department will maintain records of all equivalency decisions. See Section 12. Equivalency Procedures for further information on the Equivalency process.

- 4.2. The Title 5/EEO/ADA Compliance Officer will review the pool of qualified applicants for adverse impact (*Title 5, §53024 [b]*).
- 4.3. The Human Resources Department will send all files deemed to have met the minimum qualifications to the Search Committee, including those who qualified under the equivalency process. The Search Committee shall receive all files of qualified applicants at the same time.

5. Search Committee

- 5.1. The Search Committee will consist of seven (7) members:

Educational Administrators

Three (3) administrators, two (2) faculty, one (1) classified staff, and one (1) student. (Students will only be invited to participate in the interview phase of the process.)

Classified Administrators

Three (3) administrators, one (1) faculty, two (2) classified staff, and one (1) student. (Students will only be invited to participate in the interview phase of the process.)

The Chancellor has the authority to add additional administrators, including his/herself, and/or unrepresented classified to serve on any Administrative Search Committee.

The administrators are selected by the Chancellor, the faculty are selected by the Academic Senate, the unrepresented classified are selected by the Chancellor, the classified staff are selected by SEIU Local 1021, and the student is selected by the Executive Board of the Associated Students.

- 5.2. The Title 5/EEO/ADA Compliance Officer (or representative), who is a nonvoting member, will monitor all proceedings of the search process.
- 5.3. Whenever possible, the Search Committee shall include members of historically underrepresented groups.
- 5.4. All members of the Search Committee shall be provided training as prescribed in the District's EEO Plan, as well as screening and interviewing procedures of the District.

- 5.5. All meetings of the Search Committee will be arranged by the Administrative Chair of the Search Committee.
- 5.6. The Chancellor will identify the Chair of the Search Committee, who shall be one of the voting members of the Search Committee.

6. Preliminary Screening

- 6.1. The Search Committee will select candidates to be interviewed who best meet the qualifications listed on the job announcement, as measured by evidence of professional qualifications, including educational background and experience. Each individual employed must possess qualifications that are at least equivalent to the applicable minimum qualifications specified in this document.
- 6.2. The names of those applicants not selected will be assembled in compliance with State and Federal regulations and sent to the Human Resources Department after the screening procedure is completed. Applicants who were not selected shall be so notified by the Human Resources Department. The Human Resources Department will also keep a record of all the applicants who claimed equivalency and how far they made it in the hiring process.

7. Interview

- 7.1. The Search Committee shall formulate job-related interview questions to ensure a thorough assessment of the candidates' qualifications. Candidates will be informed of the hiring procedures before they are interviewed. All candidates will be asked the same questions, but some follow-up questions for clarification purposes to some answers are expected.
- 7.2. The District will hire administrators who can lead, organize, plan, and supervise; who understand the needs of students, faculty, staff, and the learning process; and who value institutional effectiveness based upon participatory governance.
- 7.3. The Search Committee will forward to the Chancellor only candidates who demonstrate the abilities and qualities listed in the job announcement.
- 7.4. It is recommended that the Search Committee interview a minimum of six candidates provided that this number of qualified applicants is available.

8. Recommendation of Candidates

- 8.1. Only those members of the Search Committee who have attended all interviews will be allowed to participate in the discussion, vote, and recommend candidates.

- 8.2. The top two to three candidates (finalists) are to be recommended (in alphabetical order only) to the Chancellor.
- 8.3. The finalists will have their references checked by the Chair of the Search Committee (or a designated Administrator serving on the Search Committee). It is recommended that the chair conduct the reference checks with a set of prescribed questions. The reference check responses are then submitted to the Chancellor for review.
- 8.4. For the Vice Chancellor positions, final candidates will be invited to meet with constituent groups in public forums facilitated by the Human Resources Department.

9. Final Selection

- 9.1. The Chancellor will conduct the final interviews for the position.
- 9.2. At the Chancellor's discretion, other appropriate parties may be present for the interviews.
- 9.3. The interview questions must be the same for all candidates, but some follow-up questions for clarification are in order.
- 9.4. The Chancellor will then select an individual for the position, make the offer, and request the Human Resources Department to work with the individual to answer any questions and to secure agreement on acceptance of the position. Upon final acceptance of the position, the name of the individual will be placed on the Board of Trustees' Agenda by the Human Resources Department.
- 9.5. At the time of the final interview with the Chancellor, finalists for positions as educational administrators who do not already have Retreat Rights in the District shall have their qualifications assessed for possible Retreat Rights to the faculty. The results of this assessment shall be presented to the Board of Trustees as a part of the materials provided in the Board Agenda.

10. Special Cases

If the Chancellor rejects all candidates forwarded from the first level Search Committee process, written notice must be given to the Search Committee with reasons for rejection. The Chancellor will meet with the Search Committee Chair, and the Dean of Human Resources to discuss next steps (i.e. ask the Search Committee for more names or start the hiring process over again).

Exceptions

- 11.1. With the exception of Trustee-approved exempt administrative positions, all administrative positions will be subject to the above hiring procedures.
- 11.2. An administrator may be employed for one year or less as a replacement for an administrator who is on leave or away from the position for a year or less. The Chancellor can recommend this temporary replacement to the Board under his/her authority under *Title 5 §53021*. At the end of the one-year period, the position must be filled by the hiring procedure set forth in this document or the position will be terminated. No administrative position can have a replacement for more than one year without the express authority of the California Community College Chancellor's Office.

11. Equivalency Procedures

- 12.1. The Equivalency Committee for administrators will consist of two administrators. The members of the Equivalency Committee shall not be the same as those on the Search Committee. It is recommended that members of the Equivalency Committee shall serve for at least one year to provide continuity.
- 12.2. It will be the duty of the Equivalency Committee to consider candidates on a case-by-case basis to determine if those candidates who claim qualifications equivalent to specified minimum qualifications do in fact possess qualifications which are at least equivalent to the stated minimums. The Equivalency Committee will keep accurate records of their deliberations and decisions and insure uniformity within and across all cases.
- 12.3. An applicant who claims to be qualified through equivalency must demonstrate that he or she has qualifications equivalent to those specified. The applicant who claims equivalent qualifications will have to provide substantial and verifiable documentation, as clear and reliable as college transcripts and work experience being submitted by the other applicants, that he or she has qualifications that are at least equivalent to what is required by the minimum qualifications. Specifically, the applicant making the claim must provide documentation in regard to each of the following:
 1. For establishing the equivalent of a required degree, possession of at least the equivalent in level of achievement, breadth, and depth of understanding for each of the following as separate and distinct criteria:
 - a. The education required for that degree, and
 - b. The major courses required for that degree.An applicant who fails to provide documentation in regard to either a) or b) does not possess the equivalent of the degree in question.
 2. For the equivalent of required experience, an applicant must show related experience broad enough to serve as a basis for performing the specific duties of the position.

12.4 Documentation

Evidence that the applicant has qualifications equivalent to those on the job announcement shall be of the following:

1. A transcript showing that appropriate courses were successfully completed at an accredited college or appropriate foreign institution.
2. Publications that show a command of the major or occupation in question.
3. Other work products that show a command of the major or occupation in question.
4. Work experience.
5. Life experience leading to expertise required by the job announcement.

It shall be the responsibility of the applicant to supply the Equivalency Committee with all documentation needed to evaluate equivalency.

12.5 Report of the Equivalency Committee

The Equivalency Committee will report its findings as “1” or “2” below to the Human Resources Department:

1. “The candidate meets the minimum qualifications through Equivalency”, OR
2. “The candidate does not meet the minimum qualifications through Equivalency.”

The Dean of Human Resources will make recommend to the Chancellor for his/her final approval.

13. Confidentiality

13.1 Individuals serving on Search Committees shall sign confidentiality agreements prior to committee service. Confidentiality should be maintained prior to, during, and following the recruitment process.

13.2 The hiring process includes the recruitment process; development of interests, screening criteria, and interview questions; the paper screening of the applicants; and interviewing and subsequent discussion of the candidates

13.3 All written, verbal, and electronic records and information regarding the hiring process are confidential prior to, during, and following the interview process.

13.4 For all Search Committee members, confidentiality through the process, from the development of an announcement to the final hiring action by the Board of Trustees and beyond, is essential to maintain the integrity of the hiring process.

14. Review

These procedures will be reviewed at least every three years to ensure consistency with applicable requirements and District needs.