



PASADENA AREA COMMUNITY COLLEGE DISTRICT POLICY

Title: Management Hiring Policy

Policy No. 6300

Legal Authority: California Education Code Sections

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It is the policy of the Pasadena Area Community College District that Management Hiring Procedures be established to provide for a diverse group of highly qualified management personnel who will be skilled in their areas, who will serve the needs of a varied student population, who will foster overall College effectiveness, and who will be sensitive to racial and cultural diversity, and to changes in the demographics of the Pasadena Area Community College District.

It is further the policy of the District that when a decision is made to appoint an in-house candidate to an interim management position, that procedures be established to select an appointee.

The governing board of the District has the legal authority to make the final decision to hire.

**PASADENA AREA COMMUNITY COLLEGE DISTRICT
PROCEDURES
FOR POLICY NO. 6300**

Title: Management Hiring

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These procedures apply to hiring all full-time management personnel except the College President. Separate procedures apply to selecting an in-house candidate for an interim/acting appointment to a management position.

1. Selecting the Hiring Committee
 - a. The College President appoints the chair of the hiring committee. This is normally the person who directly supervises the position where the vacancy exists. Except as otherwise specifically stated below, the chair convenes the hiring committee.
 - b. All committees include at least one voting member of a historically underrepresented group.
 - c. Each committee also includes at least one employee from the program, unit or area for which the management position is responsible, and at least one employee from other areas of the College with whom s/he will work regularly. The representative groups selecting appointees in these procedures are requested to appoint members who meet these requirements.
 - d. The College President may expand the hiring committee's membership, so long as the minimum representation of the various listed groups is maintained. Additionally, if a management person regularly interacts with an on- or off-campus group not listed in the following committees' representational groups, the College President may appoint an additional person to represent that group. This would normally occur only if the appointees from the groups listed below do not include members of that other group.
 - e. If additional expertise is desired but unavailable within the College, the committee chair may ask the College President to appoint a person from outside the College to augment any hiring committee.

Following is a list of the required members of the hiring committees for the various categories of management positions at the College:

2. For Vice Presidents
 - a. One Vice President appointed by the College President, to act as the chair of the committee
 - b. Four Management Association appointees, at least two of whom will be from the vice presidential area, to the extent possible
 - c. Three tenured Academic Senate appointees, at least one of whom will be from the applicable vice presidential area, to the extent possible
 - d. One CTA appointee
 - e. Two Classified Senate appointees, at least one of whom will be from the vice presidential area, to the extent possible
 - f. One Associated Student appointee
 - g. One non-voting Equal Employment Opportunity Representative
3. For Deans (Dean of External Relations, Dean of Human Resources, Dean of Institutional Planning and Research)
 - a. One management person appointed by the College President, to act as the chair of the committee
 - b. Three Management Association appointees
 - c. Two tenured Academic Senate appointees
 - d. One CTA appointee
 - e. Two Classified Senate appointees, at least one of whom shall be from the appropriate program or unit, to the extent possible

- f. One Associated Student appointee
 - g. One non-voting Equal Employment Opportunity Representative
4. For Division Deans
- a. The chair of the committee, who is the Vice President of Instruction
 - b. Three managers appointed by the College President or designee
 - c. Four tenured faculty members from the division selected by the division according to division procedures. Third or fourth-year untenured faculty may serve on the committee, but only if an insufficient number of tenured faculty are available to serve.
 - d. One Classified Senate appointee, from the appropriate program or unit, to the extent possible
 - e. One Associated Student appointee
 - f. One non-voting Equal Employment Opportunity Representative
5. For Educational Administrators with a responsibility ratio over 1.00 (excluding Division Deans) (At the time these procedures are adopted, those positions are Assistant and Associate Deans, Coordinator Media Services, Coordinator Printing Services, and the Nursing Program Director).
- a. One manager appointed by the College President, to act as the chair of the committee
 - b. Three Management Association appointees
 - c. Two tenured Academic Senate appointees
 - d. One CTA appointee
 - e. One Classified Senate appointee, from the appropriate program or unit, to the extent possible
 - f. One Associated Student appointee
 - g. One non-voting Equal Employment Opportunity Representative
6. For Classified Directors
- a. One manager appointed by the College President, to act as the chair of the committee
 - b. Three Management Association appointees, at least one of whom is from the area where the position exists, to the extent possible
 - c. One tenured Academic Senate appointee
 - d. Two Classified Senate appointees, at least one of whom shall be from the appropriate program or unit, to the extent possible
 - e. One non-voting Equal Employment Opportunity Representative
7. For all other classified managers or supervisors
- a. One manager appointed by the College President or designee, to act as chair of the committee
 - b. Three Management Association appointees
 - c. Two Classified Senate appointees, at least one of whom shall be from the appropriate program or unit, to the extent possible
 - d. For Student and Learning Services positions, one tenured Academic Senate appointee
 - e. One non-voting Equal Employment Opportunity Representative
8. Preparing the Job Description
- a. Once a position is authorized, the committee chair, in consultation with the College President, prepares the job description and a list of minimum and desirable qualifications. For division deans, the College President and the Academic Senate will develop a mutually agreed upon common job description.
 - b. The committee chair sends the recommended job description and list of minimum and desirable qualifications to the Dean of Human Resources for action.
 - c. If the Dean of Human Resources recommends changes in the job description and/or the minimum and desirable qualifications, s/he returns these recommended changes to the committee chair for review.

9. Advertising the Position
 - a. The chair, in consultation with the hiring committee, prepares a list of any supplementary materials that candidates may be asked to submit with the application for the position.
 - b. The chair recommends to Human Resources the agencies, professional organizations, Internet list servers, individuals, etc., to receive the job announcement, in addition to those normally contacted by Human Resources. Human Resources distributes the announcements of the College's job openings in compliance with the College *Faculty and Staff Diversity Plan*, to recruit a diverse pool of qualified applicants.

10. Reviewing the Hiring Procedures and Developing Evaluation Criteria and Questions
 - a. The committee chair reviews the Management Hiring Procedures with the hiring committee.
 - b. The Equal Employment Opportunity Representative informs the committee on Equal Employment Opportunity and Nondiscrimination procedures as they relate to the hiring process.
 - c. The hiring committee formulates the criteria and method of evaluating the applications to select the candidates to be interviewed. The hiring committee may consider only qualifications/requirements related to the duties and responsibilities of the position in the method of evaluation.
 - d. The hiring committee develops interview questions that relate to the duties and responsibilities of the position. The Dean of Human Resources reviews these questions to ensure compliance with equal employment opportunity laws.

11. Reviewing and Screening the Applications
 - a. The College's Equal Employment Opportunity Officer, or designee, reviews the composition of the pool of applicants to determine if legal requirements relating to Equal Employment Opportunity and Nondiscrimination have been met.
 - b. All members of the hiring committee review all completed applications received on or before the closing date. Committee members consider all transcripts, applications, and supplementary application materials as submitted by the candidates to determine that each has either met the published minimum qualifications or has qualifications that are at least equivalent. Committee members rate each candidate on a District-approved form.

12. Preparing for the First-level Interviews
 - a. After screening all applications, the hiring committee, with all members present, decides those candidates to be invited for an interview.
 - (1) The Dean of Human Resources reviews the list of candidates selected for an interview to determine if legal requirements relating to Nondiscrimination and Equal Employment Opportunity have been met. If the Dean of Human Resources determines that legal requirements have not been met, s/he shall assist the hiring committee in addressing the problem(s).
 - (2) If the hiring committee determines that the available pool is inadequate because of a lack of qualified candidates, the committee chair may recommend that the recruitment period be extended.
 - b. The first-level interview process requires the hiring committee to do the following:
 - (1) Determine if writing samples, portfolios, and/or other supplementary materials and tasks are required for the first-level interview; if so, inform Human Resources so that candidates have appropriate notice for these requirements in the first-level interview.
 - (2) Develop the rating system for evaluating the candidates to be interviewed.

- c. The Dean of Human Resources communicates any recommended changes in questions, topics, supplementary materials, or the evaluation system to the hiring committee.
- d. In coordination with the chair of the hiring committee, Human Resources makes the necessary arrangements for all first-level interviews.

13. Conducting the First-Level Interviews

- a. The hiring committee, with all members present, interviews and evaluates each candidate.
- b. After all candidates have been interviewed, the committee deliberates and prepares its recommendation. The first-level committee may recommend one or more acceptable candidates, usually three, for hire. Those selected for second-level interviews will be unranked by the committee.
- c. If time permits, the committee chair coordinates preliminary reference checks with members of the hiring committee for those candidates selected for a second-level interview before the second-level interviews. The committee chair will ask committee members to suggest possible areas of inquiry for reference checks.
- d. In coordination with the chair of the hiring committee, Human Resources makes the necessary arrangements for the second-level interviews.

14. Conducting Second-level Interviews

- a. The College President, or designee, convenes and chairs the committee for the second-level interviews.
- b. For the second-level interviews, these are the required members of the committee:
 - (1) For Vice Presidents, the second-level interview committee will consist of:
 - a. The chair of the first-level committee, if not already a member of the Executive Committee
 - b. The members of the College Executive Committee, and
 - c. Two additional members of the first-level hiring committee, selected by the first-level committee, except for the Vice President of Instruction where at least one of the two members shall be a faculty member selected by the faculty at the first level.
 - d. If a person from outside the College was added to the hiring committee, s/he may be invited to participate in the second-level interviews.
 - e. One non-voting Equal Employment Representative
 - (2) For Division Deans, the second-level interview committee will consist of:
 - a. The chair of the first-level committee
 - b. The members of the College Executive Committee, and
 - c. Three faculty members from the first-level interview, selected by the faculty members on the first-level committee.
 - d. One non-voting Equal Employment Opportunity Representative
- c. For all other academic positions not included in a or b above and for classified directors, the second-level interview committee will consist of:
 - (1) Chair of the first-level committee, if not already a member of the Executive Committee
 - (2) Members of the College Executive Committee, and
 - (3) One additional member of the first-level hiring committee, selected by the first-level committee
 - (4) If a person from outside the College was added to the hiring committee, s/he may be invited to participate in the second-level interviews
 - (5) One non-voting Equal Employment Opportunity Representative

- d. For all other management positions not included in a, b or c above:
 - (1) Three members of the College Executive Committee or designees
 - (2) Chair of the first-level committee, if not already a member of the Executive Committee
 - (3) One additional member of the first-level hiring committee, selected by the first-level committee
 - (4) One non-voting Equal Employment Opportunity Representative
- e. The committee prepares a list of questions, and, if desired, additional tasks for the second-level interviews.
- f. The committee, with all members present, interviews and evaluates each candidate.
- g. Following the interviews, the members on the committee who participated in the first-level interview communicate any pertinent information from the first-level interviews and from reference checks that may have been completed.
- h. After discussion, the second-level hiring committee agrees on a candidate to recommend to the President of the College.
 - (1) At the same time this decision is reached, the hiring committee also determines whether a second or a third candidate per position should be sent forward in the event that their recommended candidate does not accept the position.
 - (2) If the hiring committee decides that there is only one desirable candidate, the committee shall recommend that the position be reopened in the event that the candidate sent forward does not accept the position.
- i. Should additional reference checks be needed after the second-level interview, the committee chair coordinates reference checks with members of the hiring committee prior to forwarding the committee's recommendation to the College President for review. The committee chair asks committee members to suggest possible areas of inquiry for reference checks. If information gathered in the reference checks warrants, the chair of the committee reconvenes the committee to reconsider its recommendation.

15. Making the Final Selection

- a. The President of the College may conduct a final interview.
- b. The President submits his/her recommendation to the Board of Trustees.
- c. Following action by the Board of Trustees, Human Resources notifies the successful and unsuccessful candidates in a timely manner.

**PASADENA AREA COMMUNITY COLLEGE DISTRICT
PROCEDURES
FOR POLICY NO. 6300**

**Title: Procedures for Appointing In-House Candidates to
Interim/Acting Management Appointments**

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1. If a business necessity exists for filling a management position on an interim/acting basis (not to exceed one year), the President, in consultation with the Executive Committee of the Board of Trustees, decides whether to appoint an in-house candidate or an external consultant to the interim/acting position and the term of the interim/acting appointment. For the Vice President of Instruction or division dean positions, prior to making his/her recommendation, the College President will consult with the leadership of the Academic Senate. If the decision is made to fill the position with an in-house candidate, the following procedures will apply for the selection of an in-house candidate, except in the following circumstances:
 - a. A short-term emergency appointment by the President, and/or
 - b. A situation where a management position has been flown and no candidate will be recommended for hire.
2. Authorization of the Interim/Acting Position
The President, in consultation with the Dean of Human Resources and the appropriate Vice President, authorizes the interim/acting position.
3. Preparing the Interim/Acting Opportunity Announcement
 - a. Once the Superintendent-President authorizes an interim/acting position to be filled by an in-house candidate, the immediate supervisor of the interim/acting position prepares an announcement.
 - b. The immediate supervisor sends the proposed announcement to the Dean of Human Resources for action.
4. Announcing the Interim/Acting Opportunity to Current Employees
 - a. Human Resources announces the interim/acting opportunity to all current full-time employees.
 - b. Interested employees will have a period of at least ten workdays to apply, in the manner stated in the announcement. (Workdays here means days Human Resources is open for business.)
5. Selecting the Hiring Committee
 - a. All committees include at least one voting member of a historically underrepresented group.
 - b. These are the required members of the hiring committee:
 - (1) At least two employees who will be supervised by the person in the interim/acting position. For division deans, the two employees will be tenured faculty appointed by the Academic Senate.
 - (2) One manager appointed by the College President, to act as the chair of the committee
 - (3) Two Management Association appointees
 - (4) One non-voting Equal Employment Opportunity Representative
6. Interviews
 - a. The hiring committee will review applications submitted by the stated deadline and select candidates to interview.
 - b. Interviews are conducted by all of the members of the hiring committee. The committee decides in advance of the interviews the areas to discuss with the candidates.
 - c. After discussion, the hiring committee may recommend one or more persons to the President.

7. Making the Selection
 - a. The President of the College may conduct a final interview.
 - b. The President submits his/her recommendation to the Board of Trustees.

8. Eligibility of an Interim Appointee for an Appointment to the Regular Position
An employee who is appointed to an interim management position is eligible to apply for the regular management position when it is flown, unless otherwise agreed at the time of appointment to the interim position.

**PASADENA AREA COMMUNITY COLLEGE DISTRICT
PROCEDURES
FOR POLICY NO. 6300**

Title: Equivalency Committee for Management Hiring Process

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If an applicant for a management position does not possess the minimum qualifications for the position, s/he may request an equivalency. Notice of the opportunity to request an equivalency will be included in the position announcement. When an applicant requests an equivalency, prior to the time the hiring committee screens the applications, the chair of the hiring committee and an appointee of the Management Association, in consultation with the Dean of Human Resources, will review the applicant's education and/or experience to determine if they are the equivalent of the stated minimum qualifications. If the determination is made that the education/experience is equivalent, the application will be forwarded to the hiring committee for screening. Otherwise, the applicant will be notified that s/he does not meet the minimum qualifications, and the application will not be considered by the hiring committee.

This equivalency process does not confer upon a candidate an equivalency in any academic discipline. The process for equivalency in any academic discipline is governed by the policy and procedures jointly agreed upon by the College and the Academic Senate.