



**MONTEREY PENINSULA**  
College

**ADMINISTRATIVE PROCEDURES**

**Chapter 7 Human Resources**

**7121**

**AP 7121 Recruitment and Hiring: Management and Confidential Positions**

**INTRODUCTION**

**A. Philosophy**

It is the philosophy of the Monterey Peninsula Community College District that hiring procedures and guidelines be established, which provide for highly qualified individuals for both educational and classified administrators and confidential employees who are knowledgeable in their professional areas, who are skilled in managing and directing administrative functions or academic programs, providing administrative and professional support, and who can foster overall college effectiveness.

The purpose of this procedure is to assure the integrity and quality of its MPC's programs and services by employing administrators who are qualified by appropriate education, training, and experience to provide and support the College's programs and services.

**B. Superintendent/President Selection**

In the case of a Superintendent/President vacancy or notification of a vacancy, the Board shall establish a search process to fill the vacancy. The process shall comply with relevant federal and statewide regulations.

**C. Selection of Employees except for the Superintendent/President**

Board Policy 7120 - Recruitment and Hiring directs the Superintendent/President to establish procedures for the recruitment and selection of employees in accordance with the Equal Employment Opportunity (EEO) Plan and the California Code of Regulations for minimum qualifications.

**D. General Principles**

The following principles shall guide all activities related to the recruitment and search of employees:

1. The Monterey Peninsula Community College District is committed to providing full, objective, and equal access to its recruitment and search process for all applicants, regardless of race, color, religion, gender, gender identity, gender expression, national origin, ancestry, disability, age, sexual orientation, marital status, military/veteran status, or the perception of one or more of these characteristics. The District is an Equal Opportunity Employer that fully respects and values the richness that inclusion of diversity brings. The District strives to achieve a workforce that is welcoming to all



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individuals to ensure an inclusive education and employment environment, which fosters cooperation, acceptance, democracy, and free expression of speech.

2. The Board of Trustees, administrators, faculty, and classified staff share the responsibility for assuring equal opportunity practices throughout the recruitment and search process.
3. 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 multicultural, multilingual educational environment.
4. Hiring decisions shall comply with federal and state laws and regulations and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the search process.

### I. IDENTIFICATION OF VACANT POSITIONS

The Superintendent/President or designee is responsible for identifying and recommending management and confidential positions to be filled, through use of a thoughtful and well defined planning process. The Governing Board approves the hiring of all management and confidential positions.

### II. DEVELOPMENT OF THE JOB ANNOUNCEMENT

The job announcement will be developed by the appropriate Committee Chair in consultation with the Search Committee. The Committee Chair is the immediate supervisor of the vacant position unless otherwise designated by the Superintendent/President. The job announcement shall be forwarded to the Office of Human Resources for review. The Chief Human Resources Officer (CHRO), as the District's EEO Officer, may recommend changes in the announcement draft to assure equal opportunity. The recommendations will be discussed with the Committee Chair.

Criteria, qualifications, and procedures for selection of personnel will be clearly and publicly stated and address the needs of the College in serving its student population. Job announcements shall describe how the position supports the College's mission and goals and accurately reflect the position's duties, responsibilities, and authority.

Following a review of the document to assure overall compliance with legal standards, a final draft job announcement shall be prepared. The final document will be forwarded to the Committee Chair for a final review, and any substantive changes will be noted. The Committee Chair will notify the Office of Human Resources of any additional changes and the document will



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be prepared for publication. The CHRO may recommend further changes in the announcement draft to assure equal opportunity.

Human Resources (HR) Representatives will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities and screening/selection process, criteria, forms, and documentation comply with applicable current laws and regulations, as well as District policies and procedures. An HR Representative shall attend all meetings of the Search Committee.

**A. Elements of the Job Announcement**

The administrative job announcement shall include the following information:

1. Minimum qualifications shall be in compliance with Title 5 regulations, section 53420 for educational administrator positions. Minimum Qualifications for classified administrators and managers shall be locally determined.
2. The state-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students (Title 5 regulations, section 53022).
3. A summary of the position and description of the primary duties and responsibilities.
4. Additional, job-related skills and qualifications such as:
  - Additional degrees, licenses or certificates
  - Special fields of training and/or experience
  - Specific experience
  - Other job-related knowledge, skills, and abilities as appropriate
5. Standard job announcements shall include:
  - The Position
  - Salary
  - Assignment (time base, desired starting date)
  - Application Closing Date or Review Date
  - Minimum Qualifications
  - List of Application Materials
  - Search Procedures
  - Summary of Benefits
  - Information on the District and College's sites
  - District Statement of Commitment To Equal Employment Opportunity



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6. All job announcements shall contain a statement in substantially the following form:

*Monterey Peninsula Community District is committed to achieving educational equity for all students as outlined in the [District's Governing Board Goals](#), [Educational Master Plan](#), [Equal Employment Opportunity Plan](#), and [Student Equity Plan](#). We provide students with a rich and dynamic learning experience that embraces differences - emphasizing collaboration, engaging students in and out of the classroom, and encouraging them to realize their goals and become global citizens and socially responsible leaders. When you join our team at Monterey Peninsula College, you can expect to be part of an inclusive, innovative, and equity-focused community that approaches higher education as a matter of social justice requiring broad collaboration among faculty, classified staff, administration, students, and community partners.*

*Monterey Peninsula College is designated as a Hispanic Serving Institution (HSI) and is an affiliate of the statewide Umoja Community of California Community Colleges. Monterey Peninsula College has a diverse student population that is a reflection of the communities it serves. MPC serves approximately 12,000 students (for the 2020-21 year). MPC's comprehensive curriculum and student services are designed to meet the needs of a diverse student body and include transfer, career and technical education, basic skills, and continuing education offerings.*

*We value the ability to serve students from a broad range of cultural heritages, socioeconomic backgrounds, genders, abilities, and orientations. Therefore, we prioritize applicants who demonstrate they understand the benefits diversity brings to a professional educational community. The successful candidate will be an equity-minded individual committed to collaborating with faculty, classified staff, administration, students, and community partners who are also committed to closing equity gaps. An equity-minded individual is a person who already does or has demonstrated the desire to:*

- (1) Understand the importance of holding ourselves accountable as educators for closing equity gaps and engaging in equitable practices;*
- (2) Reframe inequities as a problem of practice and view the elimination of inequities as an individual and collective responsibility;*
- (3) Encourage positive race-consciousness and embrace human difference;*
- (4) Reflect on institutional and teaching practices and aim to make them more culturally responsive; and*
- (5) Strategically build buy-in and participation among colleagues for equity-related initiatives.*



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*Monterey Peninsula College seeks employees who value mentorship and working in a collegial, collaborative environment, guided by a commitment to helping all students achieve their educational goals. All departments strongly encourage collaboration across disciplines to create inclusive, integrated, and interdisciplinary learning experiences. College faculty are expected to be knowledgeable about, and willing to use, different learning and teaching methods appropriate to the students they serve.*

### III. RECRUITMENT

Management positions will be open to accept applications and advertised for a period of at least four weeks. Confidential positions will be open to accept applications and advertised for a period of at least three weeks. For hard-to-recruit-for positions, an “Open Until Filled” option may be requested for consideration by the Office of Human Resources. In such instances, the job announcement will indicate a priority application review date. The District reserves the right to modify the recruitment period pending business necessity or special circumstances.

If a closing date is utilized, an extension may be approved by the CHRO (or designee), if it is determined by the Committee Chair that an adequate pool was not achieved. Inadequate in this instance is defined as an insufficient number of applications to allow for a competitive process and/or insufficient breadth and depth of experience, or the pool is not diverse. The District reserves the right to open, extend, or suspend the recruitment of a position at any time during the search process.

Following the review and approval process, the publication of the job announcement will be completed in order to take advantage of job fairs and conferences that enhance the District’s recruitment efforts. Where and when advertising is placed will depend on several factors, including resources available, lead time required for each publication, time constraints with the District, past experience within the professional area, and past experience with the advertising type. The requirement of open positions shall apply to all full-time and part-time openings, and recruitment for full-time educational and classified administrative positions shall be at least statewide and at a minimum shall include listing in the California Community Colleges Equal Employment Opportunity Registry and posting job announcements with the Registry (Title 5 regulations, section 53021 (a)).

Administrators, faculty, and staff are encouraged to use their professional networks to advertise open positions. The job announcement will be posted on the District’s website and announced to all District employees. The recruitment plan should include national and local job boards designed to reach both the general population and persons from under-represented groups, print media, list-serves, the Employment Development Department, and targeted websites.



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Additional advertising resources for specific outreach in a professional area may be requested by the committee and will be decided in consultation with the Office of Human Resources and the Committee Chair, depending on available resources, time constraints, and need, with the ultimate goal being to develop a comprehensive recruitment plan which will ensure an adequate pool of well-qualified applicants.

**IV. APPLICATION PROCESS**

**A. District Application Form**

All applicants, internal or external, must submit the current District Application Form as prescribed by the Office of Human Resources, to be considered for an opening using the District's on-line application system. Applicants must submit a separate application form for each opening for which they apply.

**B. Transcripts**

Unofficial copies of all undergraduate and graduate degrees must be submitted at the time of application. Official transcripts are required prior to the time of employment.

**C. Current Resume**

**D. Cover letter**

Specific directions for cover letters may be identified in the job announcement.

**E. Licenses or certificates**

Unofficial copies of required licenses or certificates should be submitted at the time of application.

**F. List of References**

A list of professional references should include names, job title, employer, email, and phone numbers.

**G. EEO Self Identification Form**

Although this form is optional, applicants are strongly encouraged to complete the form. The data are used for the purposes of analyzing the effectiveness of the District's EEO and recruitment efforts. The Search Committee members do not have access to this confidential information.



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**H. Supplemental Application Questions**

Any supplemental application questions must be completed at the time of application as required.

**I. Other Application Materials**

Applicants may be required to submit other materials at the time of application, as outlined on the job announcement.

**V. THE SEARCH COMMITTEE**

**A. Appointment of Search Committee Members**

The appointment of Search Committee members will be collaborative. The appointment of management employees on the Search Committee, as well as Confidential employees, will be proposed by the Committee Chair. Faculty members on the Search Committee will be proposed by the Academic Senate. Classified Represented employees needed to serve on the Committee shall be nominated by Monterey Peninsula College Employees Association. If appropriate, student representation will be proposed by the Vice President of Student Services or designee. The District Superintendent/President (or designee) will approve the Search Committee upon review of the proposed Committee members.

**B. Committee Chair and Search Committee Composition**

The Committee Chair is the immediate supervisor of the vacant position unless otherwise designated by the Superintendent/President. The CHRO or designee shall serve as the EEO Officer.

The minimum size of a Search Committee shall consist of the following membership for the particular group:

- Vice Presidents
  - Four (4) administrators, one of whom serves as Chair
  - One (1) confidential
  - Two (2) faculty
  - One (1) represented classified
  - One (1) student (optional)
  
- Deans and Educational Directors
  - Three (3) administrators, one of whom serves as Chair
  - Two (2) faculty
  - One (1) represented classified



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- Classified Managers and Supervisors

Three (3) administrators, one of whom serves as Chair

One (1) faculty

One (1) represented classified

- Confidential Employees

One (1) administrator, who serves as Chair

One (1) represented classified

One (1) confidential

Search Committee members may include community members, consultants, or personnel from other colleges or districts. Additional members may be added as nominated by the Committee Chair and/or designee if approved by the Superintendent/President.

Committees should include a diverse membership, which will broaden perspectives and bring a variety of perspectives to the assessment of applicant qualifications and to better represent the District's commitment to equal opportunity. The inability to meet this requirement shall be reviewed by Human Resources, which may nominate others to serve on the committee. Nominations shall be approved by the Superintendent/President.

The names of the members of the Search Committee, and the category they represent, shall be provided to the Office of Human Resources in a timely manner as requested. In the event names are not forwarded to the Office of Human Resources in a timely manner, the District may proceed with the search if it is determined that further delay of the search process would negatively impact District operations.

#### **C. Role and Responsibilities of the Search Committee.**

1. Receive training in equal employment opportunity according to state regulations to ensure the fair and equitable treatment of all applicants.
2. Establish a timeline that allows a thorough, complete, and thoughtful search.
3. Include all members in votes that are taken and decisions that are made throughout the Committee process.
4. Recommend candidates to proceed as finalists to second level interviews in an unranked form.





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**D. Roles and Responsibilities of Search Committee Members**

1. Each committee member is responsible for using the EEO training to hold themselves personally accountable to ensure that EEO practices and principles are observed throughout the deliberations and to hold other members of the committee accountable. If a committee member feels that there is an unresolved problem related to EEO, they must bring this to the attention of the HR Representative or to the CHRO.
2. Attend all Committee meetings. Any exception will be considered by the HR Representative and CHRO. (Failure to participate in any interview may result in exclusion from the remainder of the interview process.)
3. Sign a confidentiality statement and maintain confidentiality throughout, including after completion of the search process.
4. Actively engage in discussions and tasks including all phases of the search process within the set timelines, such as determining scoring criteria, screening applications, developing interview questions and skills demonstrations, and rating candidates.

**E. Search Committee Orientation and Meeting**

All members of the Search Committee will receive an orientation at the beginning of the process, in a manner approved by the CHRO or designee, which will include the following types of information:

1. The importance of confidentiality and how it shall be reinforced throughout the process. Emphasis shall be placed on the following:
  - requiring the highest level of sensitivity on the part of the committee members regarding the need for confidentiality for the entire selection process;
  - protecting the rights and reputation of the candidates, and the non-sharing of ratings and comments made by committee members; and
  - maintaining strict confidentiality regarding the interview questions and the topic(s) of any work sample(s), in order to provide equal opportunities for all candidates.
2. The reporting of violations of the process to the HR Representative for appropriate action, if the Search Committee member believes any have occurred.
3. The disbanding of the Committee by the District Superintendent/President or CHRO if it has been determined that confidentiality has been breached or if it has been determined that prejudicial statements are expressed, with or without a warning.



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4. The District's commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified candidates regardless of race, color, religion, sex, gender identity, national origin, ancestry, disability, age, sexual orientation, or marital status.
5. The respective roles, contributions, and responsibilities of **each** Search Committee member in assuring fair, objective, and equal treatment of all candidates and ensuring that Equal Employment Opportunity principles and practices are observed during the committee's deliberations.
6. A review of the search process, its steps, projected timelines, and requirements for legal documentation of the Committee screening and selection of candidates.
7. The technical aspects of the process, including review of the knowledge, skills and abilities, and the Duties and Responsibilities that will be used to determine the screening criteria; procedures; job-related interview questions and skills demonstrations; rating criteria; and appropriate forms and documentation. The Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process.
8. Procedures related to the identification of candidates as "finalists."
9. The guidelines regarding the procedures, current law, confidentiality, bias in interview, value of diversity, and documentation required for reference checking.

The Search Committee will utilize the time following the orientation to:

- finalize the job announcement;
- calendar steps in the process (including the screening application period, meeting to discuss the selection of candidates for first level interview, date to notify the candidates, and the interview schedule);
- develop the screening criteria;
- prepare the rating sheet;
- develop job-related questions; and
- develop additional assessment techniques, including demonstrations or presentations.

**F. Screening and Rating Criteria**

Some criteria to consider may include:

- educational preparation;
- demonstrated experience;
- communication and other interpersonal skills;
- sensitivity to, and knowledge of, a diverse student body and its needs;



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- creativity and innovation;
- leadership potential;
- service in the community;
- professional and organizational affiliations;
- experience in working with people of varying abilities, age, genders, sexual orientations, and cultures;
- indications of ability for continued professional growth; and
- knowledge of required laws, rules or regulations.

#### **G. Interview Questions and Skill Demonstrations**

Interview questions and skill demonstrations will comply with current law; be based solely on bona fide, job-related knowledge, skills and abilities as stated in the job announcement; and will be appropriate to the subject matter. Interview questions and skill demonstrations should be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

1. Be open-ended in order to prompt full and complete responses from the candidate.
2. When appropriate and as much as possible, include pre-determined “key response elements” that can be used by the Search Committee to evaluate the quality of the candidate’s responses. “Key response elements” are lists of possible responses that the Search Committee can listen for in order to guide their ratings and documentation.

The HR Representative shall coordinate and facilitate all meetings and functions of the Search Committee. All materials including the screening criteria, interview questions, and assessments shall be reviewed and approved by Human Resources to assure all applicants are afforded an equal opportunity for employment and no elements create an adverse impact. The HR Representative shall be the custodian of all records and documents.

### **VI. CLOSE OF THE RECRUITMENT PROCESS**

#### **A. Application Review**

At the close of the recruitment, the Office of Human Resources will conduct a review of the application materials received to ensure all required documents have been submitted. Only complete application materials will be released to the Committee Chair.

#### **B. Minimum Qualifications Review**

Human Resources will have responsibility to review the applications for the minimum qualifications. Applicants whose materials do not meet the minimum qualification requirement shall not be released to the Search Committee for consideration.



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The Office of Human Resources shall notify all applicants with incomplete applications and those who did not meet minimum qualifications of their status.

**VII. SCREENING OF APPLICATION MATERIALS**

**A. Paper Screening Process**

Using the screening criteria developed by the Search Committee, all members of the Committee shall:

- independently review all completed applications according to the timeline set by the committee;
- record and submit their results on the rating sheet to Human Resources; and
- participate in the selection of those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials, the Search Committee shall meet to review the ratings of all applicants by the members of the Committee. This meeting shall allow for open discussions of the applicants' qualifications. Candidates shall be identified for the First Level Interview with the Search Committee. The Office of Human Resources shall immediately notify the successful candidates of the particulars regarding the First Level Interview, including date, time, location, and instruction for any skills demonstration. Applicants selected for an interview shall be given sufficient notice to prepare for the interview. The applicants not selected for an interview also shall be notified.

Search Committee members are discouraged from printing application materials. Any printed materials, including rating sheets, must be collected by the HR Representative who serves as the custodian of records.

Internal Applicants

Care should be taken to notify internal candidates immediately by phone, or in person, by the Chair or the Office of Human Resources.

**VIII. FIRST LEVEL INTERVIEWS**

**A. Committee Interviews**

The purpose of the First Level Interview is to evaluate the professional competence, technical proficiency, sensitivity to the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students, and where appropriate, community college issues, professional activities, and other characteristics of the candidates as stated in the position announcement.



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All candidates must sign a District waiver form authorizing and consenting to the release of information by current and previous employers to Monterey Peninsula College for the purpose of checking references to verify suitability for employment.

Each Search Committee member shall document the quality of the candidates' responses and assign a score based on the value determined by the Committee for each question. Assessments and presentations may be assigned a higher point value.

All pre-determined interview questions and skill demonstrations with any key response elements and other screening components of the search 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 predetermined interview questions and skill demonstrations shall be used to evaluate each candidate. The 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, 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. Committee members should also be mindful of any time constraints allowing the candidate the opportunity to answer all the questions within the identified interview time period.

All members of the Search Committee shall be present during all of the interviews. If a Committee member is unavoidably absent or detained, the remaining Committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Search Committee membership, the Chair and Human Resources will decide on a course of action. The course of action decided upon should be documented and included in the application materials at the conclusion of the hiring process.

#### **B. Selection of Finalists**

Following the conclusion of the interviews, the Search Committee members shall independently complete their scoring for each candidate. The HR Representative must be present for this meeting and will record the results of all members' scores. The Search Committee will identify and recommend candidates as finalists who most closely meet the selection criteria, who are well qualified in the opinion of the Committee and who would be most likely to be successful, if selected for the position. The Search Committee should be encouraged to engage in a full, frank, and complete discussion about the candidates.

Several factors are to be considered by the Committee in identifying and recommending candidates who will be forwarded as finalists for a Second Level Interview. In the case of candidates new to the professional area, the Committee shall consider the candidate's potential to develop professional competence and skills. The recommendation should be based on a



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combination of the information contained in the candidate's application materials, the interview performance, and results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Factors such as the following shall be considered:

- demonstrated professional competence;
- scope and quality of professionalism;
- experience and skills related to the position;
- demonstrated skill and preparation to work in a multicultural, multi-lingual educational environment, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation; and ethnic backgrounds of community college students; and
- potential for development.

The recommended candidates advanced by the committee must be in alignment with the overall final scoring totals.

The names of the finalists shall be recommended unranked for Second Level Interviews, however, Committee members may recommend that specific areas of a candidate's qualifications be further examined. If only one candidate is deemed acceptable as a finalist, the Committee will submit its reasons in writing and forward them to the next level Administrator and CHRO, who will review the screening process with the Search Committee Chair and HR Representative.

#### **C. Interview Documentation**

An interview and skills demonstration rating form will be completed and signed by each member of the Search Committee in order to document the quality of each candidate's responses. At the conclusion of the interviews and skill demonstrations, the HR Representative shall compile all of the rating forms, Committee member notes, and other written documentation of the process into a final and confidential Committee record that will be sealed and maintained in the Office of Human Resources for a period of three (3) years as required by law.

#### Internal Candidates

Care should be taken to notify internal candidates immediately by phone or in person by the Chair or the Office of Human Resources.

#### **D. Non-Selection**

If no selection is made following the search process, the Superintendent/President, with input from the Chair and CHRO, may determine to extend or re-open the recruitment. Extended or re-opened searches are those that have proceeded to the point of Search Committee deliberations. Under these circumstances, the decision to re-open a search signifies that the



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Search Committee found an insufficient number of applications to allow for a competitive process and/or insufficient breadth and depth of experience exists. Re-opened searches require that the Committee Chair consult with the CHRO (or designee) and shall be given careful consideration.

**IX. REFERENCES AND SECOND LEVEL INTERVIEWS**

**A. Reference Checks**

Reference checks for finalists will be conducted by the next level administrator or designee. Reference checks may be conducted any time following the recommendation of finalists by the Search Committee. In the event reference checks reveal a candidate's unsuitability or inability to perform the duties and responsibilities of the position, the candidate may not be invited to Second Level Interviews.

**B. Second Level Interviews**

The Office of Human Resources shall make the arrangements to schedule the Second Level Interviews with the next level Administrator. Interviews should be scheduled within a reasonable time frame after the finalists have been selected by the Search Committee.

Notification shall be by phone, or in person, and care should be taken to notify the candidates as soon as possible that their status at the Second Level has been confirmed. The HR Representative shall be responsible for notifying all candidates of their statuses.

Participants of the Second Level Interview may consist of the immediate supervisor, next level Administrator, Vice President of the area and/or Superintendent/President. The need for additional individuals to participate in the Second Interview shall be determined by the Superintendent/President, with consideration given to appropriate representation. Names of committee members and any supporting documentation shall be returned to the Office of Human Resources.

Individuals participating in Second Level Interviews are required to be trained in EEO laws and regulations and to attend all Second Level Interviews.

Second Level Interviews may include campus tours, forums, and meetings with management and other groups appropriate to the position, and upon approval of the Superintendent/President and EEO Officer.

**C. Wrap-Up Meeting**

Following the interviews, the members—or a representative—of the Second Level Interview Committee shall meet with members of the Search Committee. At a minimum, this shall include the Chair. The purpose of the meeting is to allow the Search Committee to share any pertinent



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information from the interview process with the Second Level Committee members. The CHRO (or designee) shall be present at this meeting.

**X. INTERNAL RECRUITMENTS FOR INTERIM ASSIGNMENTS**

Requests for (per Title 5 regulation section 53021(b)(1) “in-house or promotional only” recruitment shall not be used to fill any new vacancy described in in section 53021 (a), except when the position is being filled on an interim basis for the minimum time necessary to allow for full and open recruitment. No interim appointment or series of interim appointments may exceed two years in duration.

Where in-house or promotional only recruitment is utilized to fill a position on an interim basis pursuant to Title 5 regulation section 53021(b)(1), all District employees shall be afforded the opportunity to apply.

The in-house recruitment for an interim administrator or manager shall be approved by the Superintendent/President. The recruitment, search process, and committee composition may be modified and accelerated by the Committee Chair and EEO Officer, with approval from the Superintendent/President.

**XI. APPROVAL PROCESS**

The Superintendent/President (or designee) makes the final hiring decision and notifies the Office of Human Resources for preparation for Governing Board approval and to begin the on-boarding process. The next level Administrator or Superintendent/President or designee shall contact the candidates who were not selected.

The employment of the candidate is not final until action is taken by the Governing Board at an announced Board Meeting. The Office of Human Resources will contact the selected individual in a timely fashion regarding employment information, required verifications, employment contracts, fringe benefits, and other employee services.

**APPENDIX A: Roles and Responsibilities**

**Role of the Search Committee Chair**

The Search Committee Chair has the following responsibilities:

1. Recommend Search Committee members.
2. Coordinate the scheduling of all Committee meetings and tasks with the Committee and the HR Representative, providing sufficient time to allow for a thorough, complete, and thoughtful search.





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3. Chair all Search Committee meetings.
4. Ensure all members of the Committee are trained by the HR Representative regarding all matters related to:
  - Equal Employment Opportunity guidelines and implementation;
  - safeguards against bias and adverse impact in selection criteria and during the process;
  - forms to be used during the process;
  - review of minimum qualifications and application materials;
  - development of interview questions, key response elements, and skills demonstrations;
  - establishment of a professional and welcoming interview environment;
  - committee deliberations, decisions, and documentation of the process; and
  - confidentiality.
5. Confer with Committee member(s), at any time during the process, regarding any breach in procedure. Report irregularities to the EEO Officer.
6. Participate in and ensure the review of minimum qualifications with the EEO Representative in a timely manner.
7. Guide Search Committee members through the procedures in compliance with District policies and procedures.
8. Conduct and monitor interviews ensuring all applicants are afforded the opportunity for a consistent and fair process.
9. Reinforce the importance of confidentiality, non-bias, and equal opportunity in all steps of the process.
10. Assist the HR Representative in the compiling and gathering of all forms and paperwork.

**Roles and Responsibilities of the HR Representative**

1. Assist the Chair in the coordination and facilitation of all aspects of the search process.
2. Ensure that all Committee members have received training in EEO laws, guidelines and best practices, search procedures, bias in interviews, and the value of diversity.
3. Provide technical expertise during Committee meetings.
4. Schedule all meetings and tasks for the recruitment and hiring timelines.



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5. Attend all Committee planning and wrap-up meetings.
6. Release applications for a review of minimum qualifications and Committee screening.
7. Compile scores of screening and interview rating sheets.
8. Serve as the custodian of record ensuring application and interview materials are maintained securely.
9. Report any discrepancies or concerns regarding the search process to the EEO Officer.
10. Communicate with applicants in a timely manner.
11. Close recruitment files and secure documents.

See Board Policy 2431 – Superintendent/President Selection and Board Policy 7120 – Recruitment and Selection

**References:** *Title 5 Sections 53000 et seq.*  
*Education Code Sections 87100 et seq., 87400, and 88003;*  
*ACCJC Accreditation Standard III.A.1, IV.B, and IV.C3*

**Approved:** November 19, 2018

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