

CCS Administrative Procedure

2.10.04 – A Personnel Selection

Implementing Board Policy [2.10.04](#)

Contact: Human Resources

1.0 Personnel Selection Objective and Responsibilities (summary of Board of Trustees Policy 2.10.04)

Community Colleges of Spokane (CCS) will adhere to merit-based personnel selection standards that ensure excellent operations, meet accreditation standards, provide students with a quality education, and demonstrate a commitment to diversity, equity and inclusion (DEI) throughout CCS consistent with Board Policy 2.30.00 – Equal Employment Opportunity Policy Statement.

- 1.1 CCS recruitment and selection processes will comply with all regulatory statutes including Title VII of the Civil Rights Act of 1964, as amended, Americans with Disabilities Act of 1990, the Uniform Guidelines for Employee Selection, [WAC 131-16](#), [WAC 357-19](#), [RCW 49.60.030](#), and any future regulations or amendments as applicable.
- 1.2 CCS Human Resources Office (HRO) is charged with administrating this recruitment and screening procedure in compliance with Board policy [1.50.02](#), [2.10.04](#), and [2.30.01](#) (hereby incorporated by reference) and consistent with this and related administrative procedures.
- 1.3 Authority for selection of personnel shall be made consistent with Board Policy [2.10.01](#)– Designation of Appointing Authority and Administrative Procedure [2.10.01-A](#).
- 1.4 The Appointing Authority or designee shall have the authority to terminate or extend recruitment as determined appropriate or necessary to ensure achievement of policy and procedural integrity.
- 1.5 An Employing Official shall receive the appropriate internal approval in consideration of budget, position allocation, position function, staffing approval, and salary prior to requesting recruitment.
- 1.6 Executive recruitment will be conducted consistent with Board policy, but utilize procedures and processes developed specific to each individual recruitment. This procedure does not otherwise apply.

2.0 Fair and Equitable Process

CCS has the continuing responsibility to implement best practices related to equitable employment opportunity and to conduct outreach where analysis of current employment trends shows under-representation of historically disadvantaged populations. The principles of Equal Employment Opportunity and nondiscrimination are incorporated into this procedure and the HRO shall have responsibility for monitoring compliance.

- 2.1 Reasonable Accommodation in Recruiting: If an Applicant has a physical or mental condition which requires CCS to make a reasonable accommodation for the application or screening processes, they must notify the HRO with as much advanced notice as possible prior to the date of need. Screening examinations must meet the standard of bona fide occupational qualifications.
- 2.2 Conflict of Interest: All potential Conflicts of Interest must be disclosed prior to the Screening Committee's consideration of candidates. The HRO will determine whether the potential Conflict of Interest disqualifies a committee member from participating in any of the steps of the screening process.

- 2.3 Nepotism: CCS shall recruit the person deemed most likely to succeed for all positions and consideration shall be based solely on merit. Family Member relationships shall not be used as a basis for denying or bestowing rights, privileges, or benefit of regular job status.
- 2.3.1 If a committee member finds that a Family Member is an Applicant in the recruitment, that committee member will notify the HRO and recuse themselves from serving on the committee.
- 2.3.2 No employee shall supervise a Family Member. Additional restrictions may apply where potential problems of safety, morale, security or Conflicts of Interest exist.
- 2.4 Non-discrimination: CCS does not discriminate on the basis of a person's protected status or perceived membership in a protected status, including when acting or speaking on behalf of CCS. Consistent with state and federal law, discrimination, harassment, sexual misconduct and retaliation are in violation of and prohibited by CCS Board Policy 2.30.01 Equal Employment, Non-discrimination and Anti-harassment.
- 2.5 Diversity, Equity and Inclusion (DEI) Initiatives: CCS will continue to implement evidence-based best practices in DEI for recruitment, including the addition of equity statements in all job bulletins and an annual review of DEI outcomes.

3.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 3.1 Applicant: any person, external or internal to CCS, who applies for employment with CCS.
- 3.2 Appointing Authority: the lawful authority under WAC 357-01-025 and CCS policies and procedures, including Board Policy 2.10.01, Administrative Procedure 2.10.01-A and this procedure, to make appointments of eligible persons to CCS positions and the authority to demote, suspend, reduce in salary, or separate, including dismiss an employee under their jurisdiction.
- 3.3 Bona Fide Occupational Qualifications: position-related specifications that are considered necessary in order to perform the job.
- 3.4 Candidate: an Applicant who meets the minimum qualifications and is eligible to interview for the position in question.
- 3.5 Certified Eligibility List: the list of all Applicants for a recruitment who meet minimum qualifications and any eligible internal Candidates.
- 3.6 Conflict of Interest: an existing or prior personal or business relationship between an Employing Official, Screening Committee member or potential supervisor and a Candidate for employment that might affect consideration of that Candidate.
- 3.7 Contingent Offer of Employment: The Appointing Authority or Employing Official may extend an offer of employment to a Finalist that is contingent upon the successful completion of CCS-approved background checks, to include but not limited to criminal history and sexual misconduct disclosures.
- 3.8 Developmental Job Assignment: a planned training assignment for employee career development that includes responsibilities outside the employee's job class on a time-limited basis.
- 3.9 Employing Official: the employee designated by the Appointing Authority to terminate or extend recruitments and to review and forward Finalists for contingent offers of employment. The Employing Official should not also act as a Screening Chair for the

same recruitment; should the employee wish to chair a Screening Committee, then the Employing Official duties transfer up the employee's supervisory chain.

- 3.10 Employment Category: the various categories of employment recognized by CCS, to include:
- 3.10.1 Executive Position: all appointing authorities, vice president and officer positions of district administration.
 - 3.10.2 Administrator Position: a position listed under the category of "Administrator" on the Administrator/Exempt Salary Schedule.
 - 3.10.3 Exempt Position: a position listed under the category of "Professional" or "Confidential" on the Exempt Salary Schedule.
 - 3.10.4 Academic Position (also referred to as faculty): any teacher, counselor, or librarian who is not otherwise excluded by [RCW 28B.52](#). Includes adjunct and annualized faculty for purposes of this procedure.
 - 3.10.5 Classified Position: a position subject to the provisions of [RCW 41.06](#).
 - 3.10.6 Part-time Position: an at-will position not otherwise defined by the other employment categories listed in this procedure.
- 3.11 Family Member: a relative of a CCS stakeholder, which includes a spouse, significant other, domestic partner, child, grandchild, parent, grandparent, sibling, corresponding step relatives, corresponding in-laws, and corresponding relatives of the stakeholder's spouse, significant other, domestic partner.
- 3.12 Finalist: any Candidate who represents, in the consensus opinion of the Screening Committee, the most likely to succeed in the position in question.
- 3.13 Initial Review: applications received on or by a specified date will be reviewed. Should the number of applications received be deemed insufficient to proceed with the screening process, the recruitment posting may be left open to continue receiving applications for additional time, at the discretion of the Appointing Authority and/or Employing Official.
- 3.14 Interim Appointment: where a current budgeted administrative vacancy exists or where an announced retirement/resignation will create an administrative vacancy, CCS supports interim and enhanced duty assignments in support of student success, operational efficiency and the professional development of current employees. For more information regarding interim appointments, please see CCS Administrative Procedure 2.10.04-B Selection Practices for Interim Administrative Appointments.
- 3.15 Job Analysis: a systematic review of a position to determine the characteristic duties and responsibilities, competencies, qualifications and working conditions. A job analysis will take into consideration the following:
- 3.15.1 Behavioral Competencies: describe the knowledge, skills and abilities that facilitate the application of technical knowledge to job-related behavior.
 - 3.15.2 Technical Competencies: reflect the knowledge required to perform a specific role.
 - 3.15.3 Transferrable Skills: skills gained through education or experience which may not directly apply to the proposed job functions but may allow a successful incumbent to learn and perform those functions.
- 3.16 Position Description: a document approved by the HRO that outlines a position's characteristic duties and responsibilities; minimum and/or preferred qualifications; working conditions; and conditions of employment. Each position description will include an equity statement consistent with CCS values.
- 3.17 Position Request: a form containing information regarding a new or vacant position which a department submits for approval from the Appointing Authority and the Budget Office to launch a recruitment.

- 3.18 Promotional Candidate: any permanent CCS employee who has applied for an internal position that is paid at a higher salary than their current position and meets the qualifications and other requirements of the position.
- 3.19 Promotional Unit: one of the following recognized CCS organizational units or institutions, inclusive of its budgetary assigned centers, programs and service units:
- 3.19.1 District Administration
 - 3.19.2 Spokane Community College
 - 3.19.3 Spokane Falls Community College
- 3.20 Recruitment: the process of identifying a personnel need within CCS, obtaining the proper approvals for a position request, advertising the position to attract Applicants, screening Applicants to identify finalists, and forwarding Finalists to the Appointing Authority for selection and a Contingent Offer of Employment.
- 3.21 Recruitment Types: include the following
- 3.21.1 Internal Exempt: exempt recruitment limited to all current employees of the identified Promotional Unit.
 - 3.21.2 Internal Classified: recruitment open to all current employees of CCS.
 - 3.21.3 Open Competitive: recruitment open to all qualified candidates internal and external to CCS.
- 3.22 Screening Committee: a group of CCS stakeholders tasked with utilizing a DEI-focused, equitable process for screening Applicants and recommending Finalist(s) to the Appointing Authority or designee.
- 3.23 Screening Chair: a CCS employee tasked with executing the screening process, maintaining compliance with CCS procedures and applicable laws. The Screening Chair will not hold dual roles as both Screening Chair and Employing Official for a given recruitment.
- 3.24 Screening Consultant: a technical expert in Community Colleges of Spokane's recruitment process, typically from the HRO. The Screening Consultant will consult/advise the Screening Committee and its chair about comprehensive, professional screening procedures, processes and protocols.
- 3.25 Subject Matter Expert: an individual considered by the Appointing Authority or designee to have an advanced knowledge or competency level in a particular subject.

4.0 Initiating Recruitment

A recruitment is initiated for two reasons: filling a vacant existing position or the creation of a new position. When an opening has been identified for administrative, exempt, classified or full-time faculty position, the process for initiating recruitment is as follows:

- 4.1 Prepare a recruitment packet to be submitted to HRO as part of the position request. Recruitment packet resources are available on the HR website. For assistance, please contact HR. A completed recruitment packet includes the following HR-approved materials:
- 4.1.1 Position description updated/created based on Job Analysis.
 - 4.1.2 Screening tool based on criteria that can be reasonably ascertained in application materials.
 - 4.1.3 Interview questions consisting of a relevant mix of behavior based and technical competency questions including at least one question related to the DEI priorities established by the Board of Trustees.
 - 4.1.4 Reference check questions.
 - 4.1.5 (Optional) Tabletop exercise, in-basket exercise, teaching demonstration or alternative assessment tied to a bona fide occupational qualification.

- 4.2 Fully authorized position request
 - 4.2.1 Utilizing the HR-approved process, a position request must be submitted and approved by all relevant stakeholders.
 - 4.2.2 A completed recruitment packet is required in order to authorize a recruitment.
- 4.3 Outreach
 - 4.3.1 As a publicly funded institution, it is appropriate for CCS to provide all members of the public with equal opportunity to apply and be considered for employment. CCS also recognizes the value, to both the employee and to the organization, of investing in our employees' development and in providing opportunities for career growth within the organization.
 - 4.3.2 Outreach efforts designed to inform qualified members of historically disadvantaged populations of CCS vacancies shall be incorporated into each recruitment process.
 - 4.3.3 Vacancies not filled by internal eligibility lists will be advertised as appropriate to attract candidates who meet the minimum requirements.
 - 4.3.4 CCS will utilize at least one of the following recruitment types, as appropriate:
 - 4.3.4.1 Open Competitive
 - 4.3.4.1.1 Where the Employing Official has determined it is appropriate to conduct an external recruitment, they may propose to the Appointing Authority a vacancy be recruited as Open Competitive, utilizing the following procedure:
 - 4.3.4.1.2 A competitive process will be utilized. Announcement of the recruitment will be conspicuously posted within the labor market considered most appropriate for the vacancy. Considerations of the appropriate labor market will include presence of historically disadvantaged populations, required qualifications, and diversity of experience, knowledge and skills.
 - 4.3.4.1.3 Executive, Administrative, and Tenure Track faculty vacancies shall be recruited nationally.
 - 4.3.4.1.4 Open competitive recruitments will be posted throughout the district for a minimum of ten (10) working days. Any Candidate may apply and be considered. Candidates must meet the competency requirements for the position to be considered.
 - 4.3.4.2 For internal exempt/promotional or internal competitive recruitments, please see the applicable subsection of section 7, "Position Types for Recruitment."
 - 4.3.4.3 Internal recruitments that fail to produce candidates that either the Screening Committee, Employing Official or Appointing Authority consider capable of executing the assigned duties will then be recruited as open competitive. This decision is binding and not subject to review. An internal Applicant may not have their internal application transferred to the subsequent external recruitment and must submit a new application.
 - 4.3.4.4 The Employing Official or Screening Chair may elect to conduct an initial review of applications received on a specific date, often the tenth (10th) day after the recruitment is posted. If the number of applications received by the initial review date is considered insufficient to proceed with the screening process, the Employing Official retains the right to request that the recruitment remain posted for an additional period of time. If the number of applications is considered sufficient to proceed with the screening process, the recruitment posting may be closed.
 - 4.3.4.5 Interim Appointments
 - 4.3.4.5.1 For specifics related to interim appointments, please see CCS Administrative Procedure 2.10.04-B Selection Practices for Interim Administrative Appointments.

5.0 Screening Committee Composition and Training

CCS recruitments will utilize Screening Committees, to include a Screening Chair (who cannot be the Appointing Authority or Employing Official), no fewer than two additional voting members, and a Search Advocate unless indicated otherwise. Student membership is welcome on Screening Committees but is not required. All members of a Screening Committee will be trained according to the requirements outlined below.

- 5.1 Screening Committee training requirements
 - 5.1.1 Committee member (including Screening Chair):
 - 5.1.1.1 Screening Committee training is required once every two (2) years.
 - 5.1.1.2 Search Advocate Training (SAT) or other HR-approved implicit bias training is recommended.
 - 5.1.2 Screening Chair:
 - 5.1.2.1 Recruitment process training is required once every two (2) years.
 - 5.1.2.2 SAT or other HR-approved implicit bias training required for Screening Chair to be refreshed once every three (3) years. HR reserves the right to recommend additional SAT or HR-approved implicit bias training on an as needed basis.
 - 5.1.3 Search Advocate:
 - 5.1.3.1 SAT required once.
 - 5.1.3.2 SAT refresher required once every three (3) years.
 - 5.1.3.3 HR-approved implicit bias training recommended once every three (3) years.
- 5.2 For positions below director or dean level, if a Screening Chair has successfully completed all HR training requirements, SAT or other HR-approved implicit bias training, then HR may permit the Screening Chair to complete the screening process in partnership with a trained Search Advocate who is not in the Screening Chair's chain of supervision. Whenever possible, the Search Advocate should work in a different division from the Screening Chair.
- 5.3 A Screening Consultant may be assigned to any recruitment as deemed necessary by the HRO. This Screening Consultant is a non-voting, technical expert in CCS's recruitment process and is often a representative of the HRO. This position will act as a liaison with the HRO and the assigned Screening Chair to consult/advise on screening issues and will facilitate the screening process to ensure timelines are maintained. The Screening Consultant may also advise the Screening Committee about comprehensive professional screening procedures, processes and protocols. The Screening Consultant may attend all Screening Committee meetings, final interviews (as necessary) and gather all materials at the conclusion of the recruitment process.
- 5.4 All potential Conflicts of Interest must be disclosed prior to the Screening Committee's consideration of Candidates. The HRO or an assigned Screening Consultant will determine whether the potential Conflict of Interest disqualifies a Screening Committee member from participating in any of the steps of the screening process.
- 5.5 Screening Committee members are responsible for protecting the confidentiality of all information made available or produced during the screening process. In accepting committee membership, each member assumes the responsibility to guard Candidate name and status, the outcome of committee evaluations, and the content of committee deliberations. Violations will be cause for removal from the Screening Committee and potential termination of the screening process for that position and may negate the employee's ability to serve on future Screening Committees.

6.0 Screening Process

A representative Screening Committee, formed consistent with this procedure, shall conduct a

screening of all Applicants who meet the minimum qualifications and interview those candidates considered most likely to be successful in the position. Reference checks will be completed. The Screening Committee will recommend Finalists to the Employing Official whom it believes can execute the assigned duties. Appointment will be made only upon approval of the Appointing Authority.

- 6.1 CCS values in all employment categories the following traits and characteristics, which shall be considered in all selection processes:
 - 6.1.1 Always promotes the welfare and best interests of students.
 - 6.1.2 Understands and accepts the role community colleges play in higher education and the communities we serve.
 - 6.1.3 Able to perform duties in a manner consistent with standards of professional decorum, applicable laws, regulations and goals of the institution and community and technical college system.
 - 6.1.4 Understands and values the contributions that a diverse workforce makes to the success of the organization and the students we serve.
- 6.2 Application Screening
 - 6.2.1 Per WAC 131-16-080, applications will be screened against the position's minimum qualifications to ensure only those candidates meeting the minimum qualifications are considered for further screening. CCS retains the right to assign additional required qualifications to its positions as needed. Please refer to the appropriate subsection of section 7, "Position Types for Recruitment," for qualification standards pertaining to specific employment types.
 - 6.2.2 The HRO is responsible for informing those Applicants who do not possess the minimum qualifications established for the position they applied for that they are no longer under consideration.
- 6.3 Candidate Review
 - 6.3.1 Using approved screening criteria, the Screening Committee will review applications to identify Candidates to interview.
 - 6.3.2 The Screening Committee Chair is responsible for providing the HRO with a list of Candidates who were not selected for interviews.
 - 6.3.2.1 The HRO is responsible for notifying the listed Candidates that they are no longer under consideration.
 - 6.3.3 After completing all interviews, the Screening Committee will determine the Finalists based upon objective assessment of agreed upon criteria, including but not limited to interview responses, in-basket exercises, application materials, transferrable competencies, and strengths and weaknesses relative to the position.
 - 6.3.3.1 The Screening Committee Chair is responsible for notifying the Candidates who were interviewed but not identified as Finalists.
 - 6.3.4 The Screening Committee will then perform reference checks for the Finalists.
- 6.4 Finalist Selection and Contingent Employment Offer
 - 6.4.1 The Appointing Authority shall determine the number of Finalists required to be forwarded for consideration, which is subject to review at regular intervals.
 - 6.4.2 If the Finalists' professional references support a decision to hire, the Screening Committee will submit in writing the list of Finalists and their position-related rationale for selecting those Finalists to the Appointing Authority or Employing Official. The Screening Committee may be asked to provide additional information.
 - 6.4.3 The Appointing Authority shall be ultimately responsible for ensuring that the Finalists possess the requisite qualifications.
 - 6.4.4 The Appointing Authority, in partnership with the Employing Official, may extend a Contingent Offer of Employment.
 - 6.4.4.1 Only the Appointing Authority can make a binding offer of employment to a Finalist. No other types of offers will be recognized as binding.

- 6.4.4.2 The Appointing Authority retains the right to declare that a search has failed. If appropriate, the recruitment may be reposted to attract new Applicants.
- 6.4.5 The Employing Official will notify the HRO of any accepted offer of employment or failed search.
- 6.4.6 The Employing Official will inform the Screening Committee of accepted offer(s) of employment or other proposed action(s), as appropriate.
- 6.4.7 The Screening Chair is responsible for notifying the Finalists who were not extended an offer of employment that they are no longer under consideration.

7.0 Position Types for Recruitment

- 7.1 Academic positions
Please refer to the Master Contract between the Community Colleges of Spokane Board of Trustees and the CCS Association of Higher Education.
- 7.2 Administrator/Exempt positions
 - 7.2.1 Administrator/Exempt position Screening Committees will be composed of representatives from faculty, classified, and/or exempt/administrator staff with specific representation appropriate to the position vacancy. The Appointing Authority shall make Screening Committee appointments and will also assign an additional member as Screening Chair. Attempts will be made to ensure gender and racial diversity of the Screening Committee. The Employing Official cannot serve on the Screening Committee.
 - 7.2.1.1 A Screening Consultant will be assigned to all administrator recruitments.
 - 7.2.2 General Standards of Qualifications
 - 7.2.2.1 Exempt scholarship and technical skills shall mean having a combination of education from an accredited institution and technical skills determined significantly predictive of future success performing the assigned duties.
 - 7.2.2.2 Administrator scholarship and technical skills shall mean, for a non-academic administrator, having the equivalent of an earned master's degree from an accredited institution with emphasis in the area of assigned duties or a related field.
 - 7.2.2.2.1 Per WAC 131-16 the chief **professional/technical administrator** shall have a master's degree from an accredited institution in a professional/technical instructional area, or equivalent administrator expertise as demonstrated by successful performance of broad administrator responsibilities.
 - 7.2.2.2.2 Per WAC 131-16, administrators overseeing professional/technical programs must demonstrate a commitment to and understanding of professional/technical education.
 - 7.2.3 Promotional (unit) Recruitment
 - 7.2.3.1 For an exempt recruitment, where the Employing Official has determined in their opinion sufficient internal Candidates exist who possess the required qualifications of the position, they may propose to the Appointing Authority the vacancy initially be recruited as promotional or internal only.
 - 7.2.3.2 The Appointing Authority must verify current employment shows an absence of underutilization within the district and within that specific job category. With verification, the Appointing Authority may authorize the vacancy be initially recruited promotional utilizing the following procedure:
 - 7.2.3.2.1 A competitive process will be utilized. Announcement of the promotional recruitment will be conspicuously posted within the promotional unit for a minimum of ten (10) calendar

- days. Any current employee of that promotional unit may apply and be considered. To be considered, Candidates must meet the minimum requirements for the position.
- 7.2.3.3 A representative Screening Committee, formed consistent with this procedure, shall conduct a screening of all Applicants who meet the minimum qualifications and interview those Candidates considered most qualified. Reference checks will be completed. The Screening Committee will recommend Candidates to the Employing Official whom it believes can execute the assigned duties. Appointment will be made only upon approval of the Appointing Authority.
- 7.2.4 Internal Competitive (district-wide) Recruitment
- 7.2.4.1 Where the Employing Official has determined that sufficient Candidates exist within the district that possess the required qualifications of the position, they may propose to the Appointing Authority a vacancy be recruited as internal competitive.
- 7.2.4.2 The Appointing Authority must verify current employment shows an absence of underutilization within the district and within that specific job category. With verification, the Appointing Authority may authorize the vacancy be initially recruited internally utilizing the following procedure:
- 7.2.4.2.1 A competitive process will be utilized. Announcement of the internal recruitment will be conspicuously posted throughout the district for a minimum of ten (10) calendar days. Any current CCS employee may apply.
- 7.2.4.2.2 A representative Screening Committee, formed consistent with this procedure, shall conduct a screening of Applicants who meet the minimum qualifications and interview those Candidates considered most qualified. Reference checks will be completed. The Screening Committee will recommend Finalists to the Employing Official whom it believes can execute the assigned duties. Appointment will be made only upon approval of the Appointing Authority.
- 7.3 Classified positions
- 7.3.1 Prior to recruitment, the Employing Official will consider employees on the appropriate layoff list by seniority who possesses the required skills and abilities on the position description and who has indicated the appropriate geographic availability. If the employee demonstrates they are minimally qualified, they will be appointed to the position and serve a Transition Review period.
- 7.3.1.1 Internal Layoff Lists: Employees may be placed on the internal layoff list consistent with this procedure, unless modified by the terms of the applicable collective bargaining agreement.
- 7.3.1.1.1 Classified employees are eligible for placement on the CCS internal layoff list as a result of the following occurrences:
- 7.3.1.1.1.1 The employee was laid off or notified by CCS that they are scheduled to be laid off.
- 7.3.1.1.1.2 The employee accepted a voluntary demotion in lieu of layoff.
- 7.3.1.1.1.3 The employee accepted less than comparable positions in lieu of layoff.
- 7.3.1.1.1.4 The employee did not successfully complete a trial service or transition review period.
- 7.3.1.1.1.5 The employee remains in a position reallocated to a lower salary range.
- 7.3.1.1.2 To be placed on the internal layoff list the employee must notify the HRO in writing within two-years of the qualifying event. The employee must also note any geographic limitations. The request will be reviewed, and the employee notified of status. If the request is approved, the employee

- shall remain on the layoff list for a period of up to two years following the qualifying event.
- 7.3.2 If there are no names on the internal layoff list, internal promotional Candidates, employees who are requesting a transfer or voluntary demotion Candidates will be considered prior to considering other Candidates. An interview will be offered to at least two (2) transfer or voluntary demotion Candidates with the skills and abilities required for the position.
- 7.3.2.1 Internal Promotional/Transfer/Voluntary Demotion Lists: Employees may request to be placed on the transfer/voluntary demotion list consistent with this procedure, unless modified by the terms of the applicable collective bargaining agreement.
- 7.3.2.1.1 An internal promotional Candidate is an employee who applies for appointment with their college/district to a class with a higher salary range maximum.
- 7.3.2.1.2 A transfer Candidate is an employee who applies for appointment with their college/district to a position in the same class, same class on a different shift or to a different class with the same salary range maximum.
- 7.3.2.1.3 A voluntary demotion Candidate is an employee who applies for appointment with their college/district to a class with a lower salary range maximum.
- 7.3.2.1.4 Classified employees shall submit request in writing to the HRO and shall identify the position(s) for which consideration is requested.
- 7.3.2.1.5 Approved requests will be placed on the appropriate transfer/demotion list for twelve (12) months from date of application and may otherwise be removed for any reason determined appropriate by the HRO.
- 7.3.2.1.6 Candidates on the internal promotional/transfer/demotion list who possess the required skills and abilities, as identified on the position description, and who have indicated the appropriate geographic availability will be forwarded to the Employing Official for consideration.
- 7.3.2.2 Interested internal promotion, transfer, and/or voluntary demotion Candidates may also apply for a vacancy by following the application process on the posted announcement. Consideration will be limited to employees who have the skills and abilities required for a position
- 7.3.3 Classified Screening Committees will be comprised of a Screening Chair and other subject matter experts, with specific representation appropriate to the position vacancy. The Employing Official shall make Screening Committee appointments but may not serve as Screening Chair. Attempts will be made to ensure gender and racial diversity of the Screening Committee.
- 7.3.4 **Developmental Job Assignments**
- 7.3.4.1 An Appointing Authority may create a planned developmental job assignment for a classified employee to serve in an administrator position when the following criteria are met:
- 7.3.4.1.1 The Appointing Authority and the classified employee agree in writing to the administrator position assignment
- 7.3.4.1.2 The written agreement includes a time-limit not to exceed twelve (12) months; and
- 7.3.4.1.3 The assignment does not include reallocation or compensation obligations.
- 7.3.4.2 At the end of the development job assignment, the employee will return to their former classified position.
- 7.3.4.3 Impact on seniority is subject to the provisions of the applicable collective bargaining agreement.

- 7.3.4.4 The employee must acknowledge that the provisions of a collective bargaining agreement will not apply to them if the employee is not in a bargaining unit position at the time of any misconduct resulting in discipline.
 - 7.3.4.5 The Appointing Authority may not fill a vacant position with a developmental job assignment.
- 7.4 Head Start/Early Head Start/Early Childhood Education Assistance Program positions
- 7.4.1 Due to the unique characteristics of Head Start (HS)/Early Head Start (EHS)/Early Childhood Education Assistance Program (ECEAP) regarding funding sources, federal or state requirements surrounding training and compliance, and staffing needs, HS/EHS/ECEAP may select personnel as follows:
 - 7.4.1.1 The HS/EHS/ECEAP District Director or designee will select a Screening Chair for each recruitment, who may execute the recruitment in partnership with a Search Advocate in lieu of a full Screening Committee.
 - 7.4.1.1.1 The District Director will determine the number of Finalists to be forwarded for consideration for each recruitment.
 - 7.4.1.1.2 Prior to designating a Screening Chair, the District Director will ensure that the potential designee has:
 - 7.4.1.1.2.1 Successfully completed CCS recruitment process training;
 - 7.4.1.1.2.2 Successfully completed SAT or other HR-approved implicit bias training;
 - 7.4.1.1.2.3 Successfully completed internal HS Division employee recruitment training;
 - 7.4.1.1.2.4 Signed an agreement form stipulating that they will always exercise their best judgment, keep all screening activities confidential and share information only on a need-to-know basis, and disclose any potential Conflicts of Interest.
 - 7.4.1.2 All HS screening materials will be approved once per year by the HRO, or at an alternate interval at the discretion of the HRO.
 - 7.4.1.2.1 Any alterations to screening materials will be submitted to the HRO for review and approval prior to implementation.
 - 7.4.1.3 The Screening Chair, in partnership with either a Screening Committee or a Search Advocate, will screen applications using an approved Candidate screening tool. The screening tool will evaluate objective criteria based on the position's minimum qualifications, in alignment with federal or state requirements as applicable.
 - 7.4.1.4 The Screening Chair, in partnership with either a Screening Committee or a Search Advocate, will select Candidates for interviews.
 - 7.4.1.4.1 The Screening Chair will provide the HRO with a list of the Applicants who will not be interviewed. The HRO is responsible for notifying these Applicants that they are no longer under consideration.
 - 7.4.1.5 The Screening Chair, in partnership with either a Screening Committee or a Search Advocate, will interview Candidates using approved screening tools, including but not limited to interview questions and in-basket exercises.
 - 7.4.1.6 Upon completion of the interview process, the Screening Chair will identify Finalists, based on a holistic review of the information gathered from the screening process.
 - 7.4.1.6.1 The Screening Chair is responsible for informing the Candidates who are not moving forward as Finalists that they are no longer under consideration.
 - 7.4.1.7 The Screening Chair will perform at least three (3) professional reference checks for each Finalist to fill in any information gaps prior to forwarding the Finalists for consideration.

- 7.4.1.7.1 The Screening Chair will forward the list of Finalists to the District Director or designee, along with position-related rationale for selecting those Finalists.
- 7.4.1.7.2 The District Director or designee retains the right to request more information from the Screening Chair.
- 7.4.1.8 After reviewing the list of Finalists and position-related rationale for their selection with the Screening Chair, the District Director or designee will make a Contingent Offer of Employment to the top Finalist.
 - 7.4.1.8.1 For administrator positions, the District Director will forward the list of finalists to their executive. The executive will decide and authorize the District Director or their designee to make a contingent offer of employment.
- 7.4.1.9 If the top Finalist declines the offer, the District Director may choose to make a Contingent Offer of Employment to another Finalist or may decide to fail the search.
 - 7.4.1.9.1 The District Director will inform the Screening Chair of the accepted Contingent Offer of Employment or the failed search.
 - 7.4.1.9.2 The Screening Chair will inform any remaining Finalists that they are no longer under consideration for the position.
- 7.5 Should there be multiple openings in one area, the HRO has the authority to propose a streamlined screening process that meets the needs of the service unit, provided the Appointing Authority preapproves any deviation from the above processes and procedure.

8.0 Licensure/Certification Standards

- 8.1 Employees assigned duties that require special licensure and/or certification must meet all minimum licensure/certification requirements and maintain such licensure/certification as a condition of employment pursuant to the requirements of the appropriate licensing/accrediting body, State Board of Community and Technical College regulations or collective bargaining agreement.
- 8.2 Employees assigned duties that require special licensure or certification but who do not have current licenses or certificates will be placed on temporary unpaid leave, not to exceed one (1) year, until they provide documentation the required licenses or certificates are current.

9.0 Appeals

Appeals may be made by Applicants regarding any part of the recruitment or screening processes. Appeals concerning the contents or conduct of the screening process must be made within twenty (20) working days after the date the results were mailed. The Appointing Authority or designee shall review the circumstances and concerns. Appeals shall not impede the normal appointment process. Appointments made will not be reversed in the absence of any wrongful conduct/action on the part of the appointee or a finding the appointee fails to meet the minimum qualifications.

10.0 Related Information Section

- 10.1 Board Policy 2.30.00 – Equal Employment Opportunity Policy Statement
- 10.2 [WAC 131-16](#)
- 10.3 WAC 131-16-080
- 10.4 [WAC 357-19](#)
- 10.5 [RCW 49.60.030](#)
- 10.6 Board policy [1.50.02](#),
- 10.7 [2.10.04](#),
- 10.8 [2.30.01](#)

- 10.9 CCS Board Policy 2.30.01 Equal Employment, Non-discrimination and Anti-harassment.
- 10.10 WAC 357-01-025
- 10.11 Board Policy 2.10.01, Administrative Procedure 2.10.01-A
- 10.12 [RCW 28B.52](#).
- 10.13 [RCW 41.06](#).
- 10.14 CCS Administrative Procedure 2.10.04-B Selection Practices for Interim Administrative Appointments.

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