

## RECRUITMENT, SELECTION, AND HIRING

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### **RECRUITMENT, SELECTION, AND HIRING**

This Procedure provides a structured, objective methodology to select the most suitable and best qualified candidate from among a diverse pool of applicants for each available employment position at the College. The College’s recruitment, selection, and hiring of employees shall be free of unlawful discrimination, institutional biases, and inappropriate external influences, and shall comply with all federal, state, and local laws and regulations.

The College is an equal opportunity employer and will not discriminate against any applicant or employee on the basis of age, race, color, religion, sex, national origin, genetics, disability status, protected veteran status, sexual orientation, gender identity or expression or any other characteristic protected by federal, state or local laws. The Executive Director of Human Resources (EDHR) monitors all aspects of recruiting, screening, selection, and hiring processes for full compliance with regulatory and legal requirements and advises the President of the College as necessary.

This Procedure applies to all full-time and part-time regular positions and full-time temporary positions. The selection and hire of part-time temporary positions, including adjunct faculty and instructors, is delegated to the applicable Vice President. Vice Presidents are required to develop and maintain internal processes that fully comply with the foregoing principles and requirements.

### **Vacancies**

A vacancy occurs when an incumbent employees leaves a position or the College’s Executive Leadership Team (ELT) approves creation of a new position. Each time a vacancy occurs, the ELT will conduct a review of the position to determine a course of action. The ELT may decide to:

- Fill the position immediately via *direct hire*,
- Advertise the position (internally and/or externally) using the current or updated job description,
- Defer advertising the position for a specified period and appoint an employee to serve in the interim, with the ELT reviewing any interim appointment for continuation within six months,
- Utilize the vacancy to facilitate a re-organization action,
- Leave the position vacant (e.g., due to fiscal constraints or other contingency) for a specified or indefinite period, or
- Eliminate the position

When the ELT determines filling a vacancy is warranted, the Vice President having leadership oversight of the vacant position (“Vice President”) will collaborate with the EDHR and the prospective supervisor to create or update the position Job Description. The EDHR will utilize the Mercer Group’s Factor

Evaluation System to determine the position classification and pay grade level. The job description, classification, and pay grade are approved by the ELT.

The Vice President proposes advertising the position and recommends the minimum and maximum salary to be offered to a successful applicant. Once approved by the ELT, the position is ready for recruiting candidates.

### **Direct Hire**

The President of the College may authorize the direct hire of a qualified individual to fill a vacancy, in consultation with the ELT, when such action is determined to be in the best interest of the College to meet mission requirements or when the normal recruiting process is judged unlikely to yield a suitable pool of candidates.

### **Recruitment**

College recruiting focuses on attracting the most qualified applicants for a position regardless of geographical location. Position vacancies are advertised locally, regionally, and nationally in an effort to develop a suitable pool of qualified applicants to choose from.

### Vacancy Announcement

The EDHR will post the position using the most strategic advertising methods and markets available to attract the highest qualified candidates for the position. Typically, position advertisements are posted to media both internal and external to the College. The ELT may elect to limit the search to internal candidates when determined to be in the best interest of the College and there is a suitable pool of internal candidates available. Advertisements close in typically two to three weeks, but the duration may be varied to meet the needs of the College in attracting candidates. Internal-only advertising may be as short as one week in duration.

### Application Process

Applicants must submit a complete application utilizing the College's digital employment application system. To be eligible and considered for employment, applicants must adhere to the following minimum requirements:

- Applicants must submit a completed application for employment and any other documentation specified in the position vacancy announcement (submissions missing required information or documents will not be considered),
- Applicants must ensure all required submissions are received by the College within the deadline specified in the vacancy announcement (those received after the closing date will not be considered), and
- When Higher Education transcripts are required, unofficial transcripts (copies and photos of degree/diploma certificates are not allowable) may be used in the application. An official, original transcript must be received within thirty days of employment.

## **Screening and Interviews**

### Selection Committee Preparation

The Vice President, in consultation with the EDHR, will designate three to six employees to serve on a Selection Committee, plus an additional employee to serve as Chair. The Committee Chair may ask a member of the human resources staff to join the search committee as a non-voting subject-matter expert for all full-time positions. One or more community members may be asked to serve on the committee as appropriate (e.g., positions that have significant interaction with the community at-large). Community members may not serve as chair and may not constitute a majority of the committee membership. The composition of the committee should be diverse both in terms of representing College and community demographics and in subject matter expertise, including supervisory experience. The committee's composition should enable members to confidently review applicants and select those most qualified for prospective employment.

The EDHR will ensure that each Selection Committee member:

- Completes required selection committee training,
- Has sufficient availability to actively serve on the committee,
- Possesses no biases or be subject to undue internal or external influences that might negatively impact the ability to objectively consider all candidates,
- Has access to all relevant application documents and information, and
- Is notified of appointment to the selection committee

### Initial Candidate Screening

Once notified, the Committee Chair will schedule an initial meeting to take place within ten (10) work days. Committee members should review applications and be prepared to offer individual assessments of the candidates, including a list of those applicants recommended for interview.

The Committee will conduct subsequent meetings as needed, until by majority vote agree to a slate of candidates to invite for an initial ("Level 1") interview. In general, a slate of three to eight candidates, depending on the size of the eligible pool, should be selected.

When the Committee identifies a limited applicant pool of three or less qualified candidates, the Committee may consider whether to forego the Level 1 phase and proceed directly to Level 2 (as defined below). The Committee Chair and the position's immediate supervisor will consult with the EDHR and make a recommendation to the applicable Vice President. If approved by the Vice President, the Committee Chair, immediate supervisor, and Vice President (or designee) will conduct the Level 2 interview.

The EDHR will contact those selected for interview. In-person interviews are preferred, but video or telephonic interviews may be conducted if conditions limit the availability of the candidate. Interview timing and format for all candidates should be made in a way that minimizes the potential for one or more candidates to be unduly advantaged/disadvantaged versus others.

The Committee Chair may request human resources staff for assistance with developing questions to be asked of each candidate during the interview as well as requirements for any presentation or practicum to be given by each candidate. The EDHR and Committee Chair will review and approve the final list of questions to be utilized for the interviews. The Committee Chair will ensure all interviewed candidates

receive the same questions and are given the same presentation and practicum requirements, with the exception of relevant follow-up or clarification questions that arise during the interview.

### Level 1 Interviews

For in-person interviews, candidates will be asked to arrive at the College thirty (30) minutes prior to the interview and report to the Human Resources Office. Candidates will complete reference check release forms and other administrative tasks and then be escorted to the interview.

For video or telephonic interviews, candidates will be asked to complete the necessary documentation at least one day prior. Candidates will connect to the appropriate media device (e.g., log-in, video conference, phone-in, etc.) approximately ten (10) minutes prior to the scheduled interview.

The Committee Chair will begin the interview by asking the candidate for an introduction to the committee followed by introductions by the Chair and committee members. The Chair will provide the candidate with information regarding the conduct of the interview and ensure the candidate understands the process, before proceeding with questions and any presentation or practicum. Before the interview concludes, the candidate should be afforded an opportunity to ask questions pertaining to the College and the position.

Immediately following each interview, committee members will complete the *Candidate Evaluation* form. The Committee Chair will collect and maintain confidentiality of these forms until all Level 1 interviews are complete.

### Finalist Selection

Following the last Level 1 interview, the Committee will convene to discuss the candidates and utilize the Candidate Evaluation Forms to rank-order the candidates.

The committee will select candidates, typically two to four, for a finalist (“Level 2”) interview.

The Selection Committee’s work concludes upon notifying the EDHR of the finalist selections. Each committee member is required to keep all committee actions and recommendations confidential. Should questions or concerns arise among any committee member, they should be discussed only with the Committee Chair, EDHR, Vice President, or President of the College. Unauthorized disclosures of Selection Committee information is subject to disciplinary action as described by Board Policy 2.9 and College Procedure 2.9.1.

Candidates not selected for finalist interviews are not notified of non-selection until a final candidate has been offered employment. Any candidate or other query regarding selection status should be referred to the EDHR.

### Level 2 Interviews

Finalist candidates will be contacted by the Vice President’s Executive Assistant to schedule the interview.

The EDHR will notify the Vice President of any candidates eligible for additional consideration as required by Board Policy 2.31, *Veterans Preference in Hiring Decisions*.

Level 2 interviews will be conducted by the position's immediate supervisor and applicable Vice President (plus the Level 1 Committee Chair as approved in the event of a limited applicant pool). The Vice President may designate another supervisory employee to serve in his/her capacity during the interview, however, all candidates must be interviewed by the same committee members.

The Vice President, or designee, will develop questions to be asked of each candidate during the interview as well as requirements for any presentation or practicum to be given by each candidate. The EDHR will review this information, and will disallow any question or activity deemed inappropriate for an employment interview. The Vice President, or designee, will ensure all interviewed candidates receive the same questions and are given the same presentation and practicum requirements, with the exception of relevant follow-up or clarification questions that arise during the interview.

For in-person interviews, candidates will be asked to arrive at the College thirty (30) minutes prior to the interview, and report to the Human Resources Office to be escorted to the interview location.

For video or telephonic interviews, candidates will be asked to connect to the appropriate media device (e.g., log-in, video conference, phone-in, etc.) approximately ten (10) minutes prior to the scheduled interview.

### **Selection for Employment**

Based upon the results of the Level 2 interviews, the Vice President will select an individual to make a *Preliminary Offer of Employment*, such offer being contingent upon:

- Successful salary and start date negotiation between the Vice President and selectee,
- Acceptable reference check made by the College,
- Acceptable criminal background check, and
- Final approval by the President of the College

The Vice President is authorized to negotiate a starting salary that is within the range previously authorized by the ELT. If a salary within this range is not agreed upon, the Vice President may:

- Request ELT approval of the proposed salary,
- Conclude the negotiation as unsuccessful and select an alternate from among the finalists to offer employment, or
- Conclude negotiation as unsuccessful and not offer employment to another finalist

Upon successful negotiation of salary and start date, the Vice President will notify the EDHR to conduct reference checks. If reference checks are acceptable, the Vice President will obtain hiring approval from the President of the College. If not acceptable, the Vice President shall determine whether to offer employment to an alternate candidate from among the finalists.

Approval by the President of the College is documented via an email initiated by the Vice President. The request for approval is addressed to the President and the "LIST Personnel Changes" email address group, and should include the prospective employee's name and the proposed position title, salary, start date, and budget code.

Upon approval, the EDHR will initiate a criminal reference check. The College will comply with the requirements of the Fair Credit Reporting Act when a report is obtained from any Consumer Reporting Agency. If acceptable, the EDHR will notify the new employee of hiring finalization. If not acceptable,

the Vice President shall notify the President of the College and determine whether to offer employment to an alternate candidate from among the finalists.

Upon conclusion of the hiring process, to include receipt of all required documentation, the Vice President will notify any non-selected internal finalists. The EDHR will notify all other non-selected candidates.

The EDHR will prepare a letter of employment for the new employee, to be signed by the President of the College, and initiate the employee on-boarding process. New employees will typically start employment on the first or fifteenth day of the month, or on the nearest business day.

### **Failed Search**

A failed search occurs when it is determined there are no candidates available with suitable qualifications and potential for employment in the position being advertised. This may occur when:

- The advertisement for the position closes with no candidates meeting the minimum qualifications,
- The Screening Committee does not identify any candidates suitable for interview,
- Level 1 or Level 2 interviews yields no candidates, or
- Selected finalist(s) decline(s) employment, with no suitable alternates available

The Vice President and EDHR (and Search Committee Chair, as appropriate) may meet to determine whether the additional actions should be taken to avert a failed search, such as:

- Re-advertising the position
- Advancing one or more qualified candidates, who were previously not selected for a Level 1 or Level 2 interview

If these additional actions are not pursued or fail to yield a suitable candidate, the Vice President will send an email to the President and the “LIST Personnel Changes” group to request approval of a “failed search.” Upon the President’s approval, the recruitment, selection, and hiring procedure terminates, and the EDHR will notify any remaining candidates.

The ELT will subsequently reconsider the vacant position. If a new advertisement for the position is offered, any candidates from the prior search that desire reconsideration must submit a new application.

### **Exceptions**

The President of the College, in consultation with the ELT, may approve exceptions to this procedure when judged to be in the best interests of the College to meet immediate mission-essential personnel needs. This Procedure will also be modified to facilitate filling vacancies for positions directly to the President of the College or within the Office of the President.

### **Associated Forms**

- 2.15.1a. *Job Description* template
- 2.15.1b. *Candidate Evaluation* forms