

Calhoun Community College

HIRING POLICIES AND PROCEDURES

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1. EQUAL EMPLOYMENT OPPORTUNITY

a. EQUAL OPPORTUNITY EMPLOYER STATEMENT

Calhoun Community College is an equal opportunity employer. It is the College's policy to provide equal opportunity for employment and advancement to all applicants and employees without regard to race, color, national origin, religion, age, disability, marital status, or gender, as provided by law and Alabama State Board of Education policies.

b. NONDISCRIMINATION STATEMENT

No employee or applicant for employment or promotion, including applicants for full-time faculty, administrative, and supervisory positions, shall be discriminated against on the basis of any impermissible criterion or characteristic including, without limitation, race, sex, or age.

2. STANDARD PROCEDURE FOR HIRING FULL-TIME SALARY SCHEDULE B, C, AND D PERSONNEL

a. JOB SEARCH APPROVAL AND JOB DESCRIPTION DEVELOPMENT

i. Approval To Commence Hiring Process

The hiring process is commenced by a President's Staff member making a written request that a search be conducted for a person to fill a new or existing position of employment. Such a request is to be made on *Form HP1 - Job Search Request*, which is to be submitted to the President through the Human Resources Officer.

The President's Staff member must concurrently submit to the Human Resources Officer *Form HP3 - Job Description Input* and *Form HP4 - Vacancy Announcement Input*, with the appropriate portions completed. If the job search request relates to an existing position of employment and, after reviewing the most recent official job description for such position, the President's Staff member is of the opinion that the job description does not need to be updated or otherwise revised, then the President's Staff member shall state such fact on *Form HP3*. If the job search request relates to an existing position of employment but the President's Staff member is aware that the most recent job description for such position needs to be updated or otherwise revised, then the Staff member must either (a) attach to *Form HP3* the most recent, official job description and indicate thereon what changes should be made to the description, or (b) state on *Form HP3* what changes have occurred, or should occur, in the position. If the job search request relates to a new position of employment, then the President's Staff member must either (a) attach to *Form HP3* a proposed, draft job description for the position, or (b) state on *Form HP3* the proposed job title, major duties and responsibilities, and supervisor of the proposed position. (For purposes of this policy, an official job description is a description which has been finalized by, and placed on file in, the Human Resources Office.)

Upon receipt of *Form HP1*, the Human Resources Officer shall promptly review the job search request, develop a job description as described in Section 2.a.ii. below, and make a recommendation concerning the same to the President. In particular, within five (5) working days after receiving *Form HP1*, the Human Resources Officer shall: (1) forward *Form HP1* to the President; (2) submit *Form HP2 - Job Search Recommendation* to the President; (3) submit the official job description or draft of proposed job description, and (4) retain in the Human Resources Office copies of *Form HP1* and *Form HP2*. [While awaiting the President's response to a job search request favorably recommended by the Human Resources Officer, the Human Resources Officer may, as time permits, begin the job announcement development process

described in Section 2.b.i. below.]

If the President grants *preliminary* approval for the job search, then such approval shall be indicated at the appropriate place on *Form HP1*, and the form will be returned to the Human Resources Officer. Upon such event the Human Resources Officer will promptly notify the relevant President's Staff member that the job search has received preliminary approval.

ii. Development Of Job Description

Prior to the formal announcement and advertisement of the vacancy, the College shall develop a complete and accurate job description for the position, which shall contain at least the following: (a) duties and responsibilities of the job; (b) required education and work experience; (c) required license, certification or other credentials; and (d) all other special qualifications or requirements of the job.

As soon as possible after receiving *Form HP1* from the President's Staff member, the Human Resources Officer shall begin work on ensuring that an appropriate job description for the position is in place. The Human Resources Officer shall do so by: (1) verifying, based in whole or in part upon *Form HP3*, to his or her satisfaction that the most recent official job description is not in need of revision; (2) finalizing a revised, official job description; or (3) finalizing a new, official job description.

In performing this function the Human Resources Officer shall consider the information provided in *Form HP3*, but may solicit such other input as he or she deems appropriate, and reach contrasting conclusions, before finalizing a job description.

It is the responsibility of the relevant President's Staff member to ensure that the Human Resources Officer is provided appropriate and sufficiently complete information and recommendations as to what should be included within the job description (that is, recommendations as to substance). It is the Human Resources Officer's responsibility to both (1) place the job description in the proper format, and (2) make substantive modifications and/or contributions to the job description for purposes of accuracy and nondiscrimination.

The Human Resources Officer shall finalize a job description for the position, and send a copy of the job description to the relevant President's Staff member to be reviewed and finalized. The Human Resources Officer will forward the finalized job description along with the *Form HP1* and *HP2* to the President to obtain preliminary approval to search the position. Once approved, the official job description shall be maintained on file in the Human Resources Office.

b. VACANCY ANNOUNCEMENT AND ADVERTISEMENTS

i. Development Of Vacancy Announcement And Advertisements

The Human Resources Officer, with assistance from the President's Staff member and the position supervisor, shall develop a written vacancy announcement and advertisement for the position. The vacancy announcement and advertisement shall include a desired profile for the person to occupy the position. However, nothing within such profile, nor the remainder of the announcement or advertisement, shall be inconsistent with the existing or developed official job description for the position. The vacancy announcement and advertisement shall specify the salary range for the position to be filled. Further, the advertisement shall state that the College is an equal opportunity employer and the following:

Calhoun Community College is an equal opportunity employer. It is the official policy of the Alabama Department of Postsecondary Education, including postsecondary institutions under the control of the State Board of Education, that no person shall, on the grounds of race, color, handicap, gender, religion, creed, national origin, or age, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program, activity, or employment. Calhoun Community College will make reasonable accommodations for qualified disabled applicants or employees. The College reserves the right to withdraw this job announcement at any time prior to the awarding.

As soon as possible, work shall commence on developing an appropriate vacancy announcement and advertisement.

It is the responsibility of the relevant President's Staff member to ensure that the Human Resources Officer is provided appropriate and sufficient complete information and recommendations as to what should be included within the vacancy announcement and advertisement (that is, recommendations as to substance). Such recommendations may include, but are not necessarily limited to, suggestions as to the academic credentials, experiences, licenses, or other characteristics which should be listed, in the announcement and advertisement, as required or preferred qualifications. (the President's Staff member shall provide such information and recommendations on *Form HP4 - Vacancy Announcement Input*.) It is the Human Resources Officer's responsibility to both (1) place the vacancy announcement and advertisement in the proper format, with an appropriate level of detail, and (2) make substantive modifications and/or contributions to the vacancy announcement and advertisement for purposes of accuracy and nondiscrimination.

The Human Resources Officer shall finalize a vacancy announcement and advertisement for the position, and send a copy thereof to the President. This shall be accomplished by the Human Resources Officer completing *Form HP6 - Job Search Final Approval*, attaching the official job description, vacancy announcement, the Chancellor's Request to Fill form to the *Form HP6*, and submitting the same to the President. A copy of *Form HP6*, with attachments, shall also be retained in the Human Resources Office.

The President will respond to such submission when and as he or she deems appropriate. A favorable response will be documented at the relevant portion of *Form HP6*. The President will request from the Chancellor approval to fill the vacancy by submitting the Request to Fill Form along with the approved vacancy announcement. Approval from the President and the Chancellor will constitute final approval for the job search to proceed, and will be communicated by the President returning *Form HP6* and approved Request to Fill Form to the Human Resources Officer.

ii. Recruitment Of Applicants

The College shall seek to procure applications from all interested, qualified persons. Within five (5) working days after the President and the Chancellor grants final approval for the job search, the Human Resources Officer shall take such action as may be necessary to place orders with the appropriate news media publications for the vacancy advertisement to be included within the appropriate newspaper, magazine, or journal editions.

The vacancy shall be advertised in local newspapers and in such other publications as the President authorizes or directs. This shall include: at least one daily or weekly newspaper published in the College's service area; a daily newspaper of regional or statewide coverage, the Alabama State Employment Service, Alabama College System Colleges, and IMDiversity.com. If the vacancy is for an administrative or faculty position, then it may also be advertised in *The Chronicle of Higher Education* and the *Affirmative Action Register*.

Whenever possible the vacancy advertisement shall be published in time to give interested persons a reasonable opportunity to respond to it. Faculty and administrative positions are advertised for a minimum of thirty (30) days. Support positions are advertised for a minimum of two (2) weeks.

Within five (5) days after the President and Chancellor grants final approval for the job search, the Human Resources Officer shall cause the vacancy announcement to be posted and/or distributed at the College and sent to each Alabama public two-year community, junior, and technical college. The vacancy announcement shall also be

delivered to: the Alabama State Employment Service office, Calhoun's Career Services Office, and Vocational Rehabilitation Services. In addition, the vacancy is announced by the Alabama Department of Postsecondary Education minority information bank program.

c. FORMATION OF SEARCH COMMITTEE

i. Procedure For Appointing Committee Members

Unless the President directs otherwise, each search committee shall be composed of five persons. If there are a very large number of applicants for a vacancy, or special circumstances exist, the President may increase the number of search committee members. The search committee members shall be selected as follows.

The President shall receive recommendations concerning, and shall thereafter appoint, persons to serve as members of each search committee. Persons so appointed are often, but not necessarily always, faculty or staff working within the relevant department, or division. The process begins with the supervisor of the employment position suggesting names for the search committee to the relevant President's Staff member. The President's Staff member and Human Resources Officer discuss and finalize recommendations for search committee member appointments. The recommendations of the President's Staff member and Human Resources Officer are to be recorded on *Form HP5 - Search Committee Membership Recommendation*, which the Human Resources Officer submits to the President. The President will then review the recommendations and appoint special members if he/she sees fit. The President's appointments are recorded at the appropriate section of *Form HP5*, which form shall be returned to the Human Resources Officer.

The President will select, from the search committee members, a committee chair, whose name shall be indicated on *Form HP5*. In general, the supervisor of the employment position will serve as chair of the search committee.

On the rare occasion that an appointed search committee member cannot serve upon a search committee, then the Human Resources Officer should be notified, and the President may replace that committee member.

ii. Representation Of Blacks And Women On Committee

Each search committee shall have at least 40% Black membership and at least 50% female membership.

d. APPLICATION PROCESS

Application forms and instructions shall be made available through the Human Resources Office only when an open position exists.

i. Application Deadline

All completed application materials must be received by the Human Resources Office, as applicable, by the deadline stated in the vacancy announcement, vacancy advertisement, and/or in the application instructions. The deadline will be uniformly applied to all applicants. Thus, no application materials received after the stated deadline will be considered unless the President extends the deadline (in which case all applications received by the new, extended deadline will be considered).

A completed application package will consist of a completed Calhoun Community College application form and all other documents or materials stated in the vacancy announcement, vacancy advertisement, and/or application instructions. If the application materials stated in the vacancy announcement include college transcripts, then an application package will be considered complete if it: (a) includes official transcript(s), received by the College directly from the institution(s) the applicant attended; or (b) unofficial transcript(s), received from the applicant. Furthermore, finalists must, when requested, timely submit to the College official transcript(s) in order to be considered further for employment.

ii. Receipt of Applications

The Human Resources Office will promptly date-stamp all application materials received, so as to enable enforcement of the application deadline.

iii. Communications With Applicants

Due to the large number of positions advertised and applications received by the College each year, the College cannot undertake to notify all applicants of deficiencies in applications. Accordingly, each applicant has the sole responsibility to ensure that his or her application materials are complete and timely received at the College.

Once a search committee is formed, then any and all communications between the search committee and any applicant, regarding the job search or application, shall be conducted by the search committee chair on behalf of the committee as a whole, as distinguished from individual committee members (who, in any event, are required to maintain the committee's work as confidential).

e. SEARCH COMMITTEE SCREENING OF APPLICANTS

All timely and complete applications for a position advertised as above shall be screened by the search committee. The committee shall interview selected qualified applicants for each vacancy, as provided below, and using the criteria set out below, shall recommend three applicants to the President (unless there are fewer than three qualified applicants, in which case all qualified applicants shall be submitted to the President). The search committee's recommendations shall not be ranked but shall be listed in alphabetical order by last name.

i. Preparations For Committee Work

(1) Orientation Materials

By not later than five (5) days working days after the President appoints all search committee members, the Human Resource Officer shall provide to each search committee member the standardized orientation materials. The standardized *Search Committee Orientation Package* will include the following components:

- a. Statement Of Search Committee Duties. This document explains the various duties and responsibilities of search committee members.
- b. Standardized Interview Questions. This document is a general, standardized set of interview questions, which the Search Committee may refine by adding additional questions more specific to the relevant employment position. All interview questions must be approved, in advance and in writing, by the Human Resources Office. The *Standardized Interview Questions* are designed for use in all interviews.
- c. Guidelines For Interviewing Job Applicants. This document provides to the Search Committee members guidance as to how to avoid interview questions - that is, natural follow-up questions or remarks made after a job applicant answers a standardized interview question - which are or may be considered discriminatory in nature (that is, based upon an applicant's race, color, sex, age, religion, national origin, or disability).
- d. Job Description And Announcement. This portion of the *Search Committee Orientation Package* includes a copy of the job description and announcement for the relevant employment position.
- e. Summary of Employee Benefits. This document provides information to the applicants regarding the benefits available to them as an employee.

(2) Testing

If the position requires skill testing, the Human Resources Office will conduct necessary testing and evaluate the results. The testing results will be forwarded to the search committee to screen for minimum educational and/or experience requirements

ii. Secure Maintenance of Records

All applications received by the College shall, prior to and during the selection (search) process, be maintained securely and confidentially by the Human Resources Officer and search committee chair in the Human Resources Office and/or such other locations as are approved by the Human Resources Officer or President.

iii. When And How The Committee Performs Its Work

(1) Advance Examination Of Applications

Once applications begin to be received, the Human Resources Officer shall make copies of the received applications available, in a secure or supervised setting, for inspection by individual search committee members who may desire to begin reviewing the applications before the application deadline but after the initial search committee meeting. Such viewing shall be under circumstances and guidelines established by the Human Resources Officer, so that confidentiality and security of materials is appropriately maintained and the operations of the Human Resource Office are not rendered unduly inefficient.

(2) Initial Committee Meeting

(a) Committee Orientation

The initial search committee meeting shall be scheduled by the Human Resources Officer for a date not later than five (5) working days after the application deadline.

The initial search committee meeting will normally commence with the Human Resources Officer, or a representative from the Human Resources Office, presenting brief, standardized orientation remarks to the committee concerning the committee's work. In addition, the Human Resources Officer will verify that each member of the search committee has received a copy of the *Search Committee Orientation Package*, and endeavor to answer any procedural questions which committee members may have.

The Human Resources Officer will also provide to the search committee chair all timely submitted, complete applications. However, if the position requires skill testing, the applications of those persons who did not pass the skill testing requirement will be retained in the Human Resources Office and will not be provided to the search committee. The Human Resources Office will notify the applicants who fail the skill testing of such fact.

Untimely applications (those which were not received and complete by the application deadline) will be retained in the Human Resources Office. If, during its work, the search committee discovers that an application submitted to it is incomplete, then such application will be returned to the Human Resources Office and will receive no further consideration by the committee. The Human Resources Office may notify untimely applicants that their applications were untimely, and were, therefore, not given further consideration for the advertised position.

During (or if time permits, prior to) the initial search committee meeting, the committee will draft an evaluation instrument, for the Human Resources Officer's consideration. The committee will, in consultation with the Human Resources Officer, refine or otherwise modify the instrument to the extent it deems necessary or appropriate, based upon the minimum qualifications for the position and subject to approval by the Human Resources Officer or President.

(b) Verification Of Applicants Not Meeting Minimum Qualifications

During the initial search committee meeting the committee shall screen the applicants based upon the minimum qualifications stated in the vacancy announcement and advertisement, and reach a conclusion as to which of the timely applicants do not possess the minimum qualifications. After the initial committee meeting concludes the committee chair shall return a list of those candidates who meet minimum qualifications and those candidates who do not meet minimum qualifications to the Human Resources Office, with the committee's reasonings noted thereon. If the search committee is unable to ascertain whether or not an applicant possesses the minimum qualifications, then such applicant shall, for purposes of the initial screening, be presumed for the moment to possess the minimum qualifications. All minimally qualified applicants must be invited for an interview (in person, normally on campus). If there are less than ten (10) minimally qualified applicants, then all such applicants shall be invited for an interview.

Upon return of the list discussed in the immediately preceding paragraph, the Human Resources Office will review the list, approve it, and retain such list in the Human Resources Office.

The Human Resources Office will notify those applicants whom the search committee has determined do not meet the minimum requirements.

(3) Additional Committee Meetings

(a) Evaluating Applicants

During the additional search committee meetings (to be scheduled by the committee chair in consultation with the other committee members), and, if desired, the initial committee meeting, the committee may recommend further evaluation of the minimally qualified applicants.

If more than ten (10) applications are received from persons who meet minimum qualifications, the President, in conjunction with the Search Committee, has the option of conducting a preliminary screening of these applicants to determine a “reasonable number” for interviews. This “reasonable number” cannot be less than ten (10), and the President’s participation in the preliminary screening cannot be delegated to anyone else.

As part of the evaluation process, the search committee will satisfy itself that the persons invited for interview possess the relevant education. This will be accomplished by the committee, or members thereof, reviewing the transcripts included within the application materials submitted. (In order to be considered for employment, finalists must cause official transcripts to be timely received by the College.)

If work experience is a requirement listed in the vacancy advertisement, then as part of the evaluation process, the search committee shall also verify applicants’ work experience by telephoning employers. All work experience verification must be documented, by recording the dates and times of telephone calls, who called, the name of the relevant applicants, and the names of the persons who verified the information. The work experience verification described in this paragraph will be conducted, at the committee’s discretion, with respect to: (1) all minimally qualified applicants; (2) all persons invited to an interview; (3) all persons who appear for interview; or, (4) applicants being recommended as finalists.

If an applicant refuses to permit his or her experience to be verified, then the applicant will not be given further consideration for employment.

The search committee may, during the evaluation process, use scoring instruments and methodologies approved by the President or Human Resources Officer.

The search committee should make its decisions as to which minimally qualified applicants should be invited for interview soon enough to enable the interviews to be conducted commencing on or before the thirtieth (30th) day after the application

deadline.

The search committee shall submit to the Human Resources Officer two alphabetical listings: (1) the applicants to be invited to campus for an interview, and (2) the applicants not to be interviewed, stating the reason why each person is on the applicable list. **Applicants are not to be contacted for an interview until approval is granted by the Human Resource's Officer.**

The Human Resources Officer reviews the lists, informs the search committee chair of the approved/disapproved decision, and provides appropriate, written notice to those applicants who are not approved for interview.

(b) Interviewing Applicants

Once approval of the list of applicants to be and not to be interviewed is granted, then the search committee shall proceed with interviewing the applicants.

The search committee will reserve a room for the interviews and contact the Office of Human Resources to arrange for videotaping of the interviews.

The search committee will also contact the approved applicants to invite them to be interviewed and to schedule the interviews. The applicants to be interviewed should be informed of the date, time, and location of the interview, as well as where they should wait on campus until called into the interview room. The applicants to be interviewed are to be further informed that the interviews will be videotaped. (Video tapes will be used to assist the President and/or absent search committee members.)

The search committee may also prepare a request for a brief presentation for interviewees to make to the committee (if applicable). An example of such would be where interviewees are asked to teach a segment. (The committee would, of course, notify the interviewees in advance of the required presentation.)

The search committee members shall endeavor to conduct the interviews in a manner which is consistent with Part II of the *Guidelines For Interviewing Job Applicants* (included as part of the *Search Committee Orientation Package*).

(c) Using Standard Interview Questions

The questions (other than follow-up questions) posed during the interviews will be only those questions approved by the Office of Human Resources. The Search Committee Chair shall meet with the Search Committee and formulate the questions to be used during the interviews. Committee members should take an active part in all phases of the interview process. Interview questions must be approved, in advance and in writing,

by the Human Resources Office.

(d) Selecting Finalists

After the interviews are conducted, the search committee will further evaluate the applicants. The search committee will also check appropriate references of the finalists.

The applicants who are chosen as finalists are to be informed of their status as finalists only by the President and/or the Human Resources Officer and not by the search committee chair nor individual search committee members.

(e) Reporting Results

The search committee shall send to the President, through the Human Resources Officer, a written, alphabetical list of the three finalists' names. If fewer than three qualified applicants apply, all qualified applicants must be submitted to the President in alphabetical order. Such list should be contained within *Form HP7 – Search Committee Finalists Report* and signed by the search committee members and search committee chair.

The Human Resources Officer shall, using the list of finalists provided by the search committee, prepare a list of the finalists and forward such list to the President.

The Human Resources Officer shall provide appropriate notice to those applicants who are not selected as finalists.

iv. Evaluation Criteria

(1) Permissible Criteria

During the initial screening process, applicants may only be evaluated on minimum qualifications and all applicants that meet minimum qualifications will be interviewed. If more than ten (10) applications are received from persons who meet minimum qualifications, the President, in conjunction with the Search Committee, has the option of conducting a preliminary screening of these applicants to determine a “reasonable number” for interviews. This reasonable number cannot be less than ten (10), and the President’s participation in the preliminary screening cannot be delegated to anyone else. Permissible criteria for further evaluation in conjunction with the President may be based upon the following criteria:

- (1) additional education, certification and/or experience considered desirable for the position;

- (2) evidence of past performance and/or occupational competency;
- (3) any particular needs of students or others who will work with or be served by the person selected;
- (4) the College's employment goals; and,
- (5) the best interests of the College, its students, its faculty, its staff, and the public.

Except for the minimum education, experience, and certification requirements for the position (as stated in the vacancy advertisement), the above criteria shall be applied in their totality, using the collective judgment of the Committee members.

(2) Non-permissible Criteria

The search committee shall not endeavor to evaluate any applicant based upon his or her race, color, gender, marital status, age, national origin, disability, or religion.

v. Committee Member Objectives And Conduct

(1) Purposes And Objectives

The sole purpose of the search committee is to assist the President in meeting the objective of employing the most qualified and suitable person to fill the pertinent job vacancy, without consideration or use of legally impermissible criteria. No search committee member shall endeavor to influence the evaluation of applicants for any other purpose. Furthermore, no search committee member shall endeavor to frustrate or defeat any ranking or scoring system utilized by the search committee, for example, by arbitrarily scoring one applicant lower than the committee member truly believes is reasonable and appropriate in order to arbitrarily enhance the relative scoring of another applicant whom the committee member views more favorably.

(2) Confidentiality

All information concerning applications received by the College and the search committee's activities, judgments, and decisions is strictly confidential. Any search committee member who breaches the confidentiality shall be considered to have engaged in serious misconduct and will be subject to formal disciplinary action, up to and including termination of employment.

To the extent permitted by state law, video tapes of interviews will not be provided to interviewees nor to persons not involved in the search process. Furthermore, besides

search committee members (during the search process), the President, and the Human Resources Officer, no person (other than such persons who are entitled by law to do so) shall be permitted to view an interview video tape unless the President specifically authorizes he or she to do so.

vi. Maintenance Of Records

When the search committee sends a list of finalists to the President through the Human Resources Officer, the search committee, through its chair, shall compile and submit to the Human Resource Officer the following information and items:

- (1) all application materials received by the search committee;
- (2) copies of all correspondence to and from applicants, if any;
- (3) copies of all letters, memoranda, and reports regarding the job search;
- (4) documentation of verification of education and work experience;
- (5) interview schedules (including the name of each person interviewed, together with the date, time, and location of each interview, as well as the name and title of the persons who telephoned the applicants to schedule the interviews);
- (6) standardized interview questions utilized;
- (7) videotapes of all interviews (tapes must be labeled with the name of the vacant position, the date of interview; and if more than one tape, the names of the applicants on each tape);
- (8) all evaluation and interview instruments and results used in the search process;
- (9) names of the persons named by the search committee as finalists;
and,
- (10) all other documents or records created or received by the search committee during the job search.

These materials will be maintained on file in the Human Resources Office or such other location as is approved by the President.

The Human Resources Officer shall maintain on file the following records concerning

each vacancy, vacancy announcement, and application received with respect to a position to which Part 2 or 3 of these *Hiring Policies And Procedures*:

- (1) all applications for employment, whether solicited or not;
- (2) records of all interviews and other contacts with applicants, including a copy of each relevant piece of correspondence with applicants;
- (3) a written evaluation of each applicant who met the minimum qualifications for an announced position;
- (4) a written record of the response to each announced vacancy, including a list of all qualified persons considered for the vacancy, the name of the person offered the position, and the reasons for the selection; and,
- (5) a copy of each letter, memorandum, report or other communication between College officials regarding the establishment or modification of an employment position, the announcement of a position, the recruitment of personnel, the selection process and the evaluation of applicants. The aforementioned records shall be kept in an orderly manner, organized by calendar year and by position and must be retained for a period of no less than five (5) years.

f. SELECTION OF FINALIST; ALTERNATIVES

i. Presidential Interviews And Selection Of Finalist

The President must invite all finalists for an interview. Such interview may be conducted in the presence of the Vice-President, the relevant President's Staff member, a potential supervisor (of the interviewee), or other President's designee. When feasible, such interviews will be conducted in person.

The College is not under any obligation to pay the travel expenses of any finalist who is invited for an additional interview (or any applicant who is invited for an interview before the search committee). If the College elects to pay such travel expenses, it will do so in a manner which is uniform or otherwise appropriate under the circumstances.

After the finalist's interviews are concluded, the President may select one of the finalists to be offered employment. The President will contemporaneously document the reasons for his or her selection.

The President will submit the name of the selected finalist to the Human Resources

Officer for an employment offer to be made. The Human Resources Officer shall notify the relevant President's Staff member of the President's action.

ii. Alternatives

The Search Committee or President may recommend that the search be closed and reopened if none of the qualified and/or recommended applicants meet the needs of the institution.

g. OFFERS OF EMPLOYMENT

i. Making The Informal Offer Of Employment

The Human Resources Officer and/or President shall make the informal employment offer to the selected finalist. The Human Resources Officer shall notify the relevant President's Staff member, the search committee (if applicable), and the President of the selected finalist's response to the informal employment offer.

After an informal (and/or formal) offer of employment is accepted by a recommended candidate, all other finalists will be notified by the Human Resources Officer that the position has been filled.

If a selected finalist does not accept an informal (or formal) offer of employment, then the President may offer one of the other finalists the position or take other appropriate action.

ii. Ensuring Selective Service Registration

The Human Resource Officer shall take such action as is necessary to cause the College to comply with applicable Federal law requiring verification of selective service registration prior to or upon employment.

iii. Determining Appropriate Rate Of Compensation

The Human Resources Officer and President are the only College officials who are authorized to determine the appropriate rate of compensation to be offered and paid to the selected finalist.

v. Making The Formal Offer Of Employment

The President's Office shall prepare a letter of employment offer (and/or fixed-term employment contract) based on salary information provided to them by the Human Resources office, for the President's approval, as well as the President's and selected finalist's signature. If the formal offer of employment is accepted through proper signature, then the Human Resources Office shall schedule a new employee orientation, coordinate the completion of necessary paperwork, and create a new employee file.

h. MONITORING ACTIVITIES AND TECHNICAL ASSISTANCE

i. Monitoring Activities

The Human Resources Officer shall monitor each job search, and each phase thereof, and report on the status thereof to the President periodically, at least every thirty (30) calendar days, and as otherwise necessary, appropriate, or directed.

As part of the Human Resources Officer monitoring function, the Human Resources Officer may, to the extent his or her schedule and other duties permit, attend (or arrange for an appropriate Human Resources Office staff member to attend) search committee meetings. The Human Resource Officer's attendance (or Human Resources Office staff member's attendance) shall be for the sole purposes of unobtrusively monitoring the committee's work and providing necessary or requested technical assistance to the committee. The Human Resources Officer and Human Resources Office staff shall not vote or otherwise act as a search committee member. Nor shall they permit any search committee member to effectively impose upon the Human Resources Officer or Human Resources Office duties assigned to the search committee or a search committee member.

The Human Resources Officer shall, when he or she believes such to be necessary or appropriate, inform the President of any known conduct or anticipated conduct, by any College employee or College representative, which may potentially hinder or be construed as potentially hindering the goal of the College to make hiring decisions based only upon legally permissible reasons, criteria, or other factors.

ii. Technical Assistance

The Human Resources Officer shall also provide technical assistance to those persons participating in the hiring process, to the extent necessary or appropriate to promote the College's goal of making hiring decisions based only upon legally permissible factors, to facilitate the smooth operation of job searches, and to otherwise promote the College's

best interests.

iii. EXTRAORDINARY CIRCUMSTANCES AND EXCEPTIONS

Exceptions to the above-stated employment process are permissible in extraordinary circumstances, when an alternative procedure for hiring is applied (see Part 3 below), or when the relevant circumstances require or otherwise justify exception, but only as directed or approved by the President.

3. ALTERNATIVE PROCEDURES FOR HIRING FULL-TIME SALARY SCHEDULE B, C, AND D PERSONNEL

a. FULL-TIME TEMPORARY APPOINTMENTS

In certain limited instances, the College may decide to employ a person, in a Salary Schedule B, C, or D position on a full-time, "temporary" basis. (The term "temporary" should not be confused with the term "probationary", in that the latter term usually refers to an employee who has not achieved tenure status.)

Such a full-time "temporary" position or appointment is generally either: (1) intended to last for one year or less; or (2) has been established for a trial period of one year or less, in order to determine the feasibility of making the position relatively permanent.

A full-time temporary position which, if relatively permanent, would be a position covered by Part 2 above may be filled by the President, without utilization of the Standard Procedure For Hiring Full-time Salary Schedule B, C, and D, described in Part 2 above, when one or more of the following circumstances exist:

- (1) The College is in need of filling such a position for a period of one year or less;
- (2) The College is the recipient of a non-renewable contract or grant which is for a period of twelve months or less, and the subject position is established or retained for the sole purpose of fulfilling the requirements of the contract or grant and will be eliminated upon the expiration of the contract or grant.
- (3) The College is in need of immediately filling an unanticipated vacancy and is making a temporary appointment for a period of time in order to properly advertise and accept applications for normal "probationary" appointment to the position.

b. LATERAL TRANSFERS AND REORGANIZATIONS

As an alternative to using the Standard Procedure For Hiring Full-time Salary Schedule B, C, and D, described in Part 2 above, the College may employ persons in various positions and capacities, and reassign various duties and responsibilities to or among employees, through "internal lateral transfers", "lateral transfers between institutions", and "reorganizations".

In the case of an internal lateral transfer, the vacant position will be advertised for fourteen (14) days by sending notice to each of the employees at the college that are on the same salary schedule as the vacant position. If no one else applies, the President may submit for approval from the Chancellor for the lateral internal transfer. If others do apply, the President will interview all candidates and make his or her selection. The President must document his or her decision by a contemporaneous written explanation of the reasons for the President's choice, which shall be made a part of the permanent record of the selection process.

Lateral transfer between institutions positions will be advertised for fourteen (14) days by sending notices to each of the colleges in the Department of Postsecondary system and to the Department to be placed on the website. The vacancy will also be posted to each of the employees at the college that on the same salary schedule as the vacant position. The employee wishing to transfer must send a written request to the President of his/her college for transfer. If no one else applies, the President may submit for approval from the Chancellor for the lateral transfer between institutions. If others do apply, the President will interview all candidates and make his or her selection. The President must document his or her decision by a contemporaneous written explanation of the reasons for the President's choice, which shall be made a part of the permanent record of the selection process.

A lateral transfer shall not be completed or effective until after the President has obtained final approval from the Chancellor. The President may, in his or her discretion, take appropriate action, including but not necessarily limited to: (1) making the lateral transfer; or (2) opening the application process and receiving additional applications from all other interested, qualified applicants consistent with the standard procedure described in Part 2 above.

Furthermore, recognizing that there may occasionally be situations where, for legitimate reasons the College may find it necessary and appropriate to expand or otherwise modify an existing position, the College may do so without the position, as modified, being considered a vacancy to be filled through the standard hiring process described in Part 2 above. Examples of such circumstances would include expanding the duties of an incumbent employee or reassigning duties among incumbent employees to avoid the necessity of hiring an additional employee; provided, however, that each relevant modification which involves a change of an existing employee's title, salary, placement, benefits, or level of supervisory responsibility will be submitted to the Chancellor for approval.

4. STANDARD PROCEDURES FOR HIRING FULL-TIME SUPPORT PERSONNEL

a. SEARCH PROCESSES

Full-time Salary Schedule E and H personnel will be hired through either: (1) the “external” search process described in Part 2 above, modified to the extent necessary or appropriate, as directed by the Human Resources Officer and/or the President; or (2) such process as the President may approve.

5. STANDARD PROCEDURE FOR HIRING PART-TIME SUPPORT PERSONNEL

Part-time support staff personnel are hired based on need. This procedure should be followed in hiring all part-time hourly employees on a local salary schedule.

Position Approval and Notice

The supervisor through the Dean will submit a "Part-time Hourly Employee Request to Hire" form to obtain approval to hire. Once the request is approved, the Office of Human Resources will prepare the vacancy and post the position on the College's website for a minimum of fourteen (14) calendar days. The position may not be filled until it has been posted for fourteen (14) calendar days.

Applicant Screening & Interviewing

The Office of Human Resources will forward all resumes received during the posting period to the Supervisor. Only those resumes received during the application period may be considered. The Supervisor will screen resumes and conduct interviews. Only those candidates who meet minimum qualifications as posted on the announcement may be interviewed.

Final Selection

The Supervisor will then make a recommendation for hire to the President via a Payroll Change Form. A written justification for the candidate selected must be attached.

Exceptions

Only under emergency conditions, may a vacancy notice be posted not less than seven (7) calendar days before being filled.

6. STANDARD PROCEDURE FOR HIRING PART-TIME FACULTY

a. RECRUITMENT OF MINORITY PART-TIME FACULTY

The College will, in addition to existing recruitment activities, endeavor to identify Black persons living and/or working within a reasonable distance from the College who are interested in teaching on a part-time basis at the College. The College shall consider the following persons: professionals, school teachers, administrators, and persons employed by businesses within a reasonable distance of the College who are qualified to teach the course or courses involved. In attempting to identify persons who may be interested and available for part-time employment with the College, the College will seek assistance from professional associations, community-groups, businesses and elementary and secondary school officials. The utilization of part-time faculty shall be consistent with accreditation requirements and the needs of the College.

b. PART-TIME FACULTY APPOINTMENTS IN GENERAL

Part-time instructors are employed based upon need. The employment process includes receiving applications and official transcripts. Once all application materials are received, the applicant's credentials are evaluated. If an applicant is found to be qualified to teach, the applicant will then be placed on an approved list and be eligible to be recommended for employment to the Vice President of Instruction and Student Affairs. Only applicants found to be qualified may be recommended for employment. Qualifications for part-time faculty are the same as for full-time faculty.

7. FORMS

Form HP1	Job Search Request
Form HP2	Job Search Recommendation
Form HP3	Job Description Input
Form HP4	Vacancy Announcement Input
Form HP5	Search Committee Membership Recommendation
Form HP6	Job Search Final Approval
Form HP7	Search Committee Finalists Report

FORM HP1 - JOB SEARCH REQUEST

PART 1 - REQUEST (The President's Staff Member completes this Part 1, and forwards the form to the Human Resources Office.)

It is requested that a job search be conducted to solicit applications for the following position of employment:

- Existing position: _____
- Proposed new position: _____

An individual needs to be employed in the foregoing position beginning:

- Fall Semester _____
- Spring Semester _____
- Summer Term _____
- As soon as possible _____
- On or about _____

The foregoing position needs to be filled because: _____

Submitted by: _____ Date submitted to HR Office: _____
President's Staff Member

Note: The Staff Member must complete Form HP3 - Job Description Input, and Form HP4 – Vacancy Announcement Input and attach it to this Form HP1.

PART 2 - HUMAN RESOURCES OFFICE PROCESSING (The Human Resources Office completes this Part 2.)

Request No. _____ Date HR Office received this form: _____

Comments: _____

Submitted by: _____ Date this form submitted to President: _____
HR Officer

Note: The Human Resources (HR) Officer must complete Form HP2 - Job Description Recommendation, and attach it to this Form HP1 along with a draft job description.

PART 3 - APPROVAL (The President completes this Part 3, the returns the form to the HR Officer.)

The above request: **is preliminarily approved** **is denied** **otherwise responded to - see below**

Comments: _____

Signature: _____ Date this form returned to HR Office: _____
President

FORM HP3 - JOB DESCRIPTION INPUT

Existing / Proposed Position: _____

TO THE HUMAN RESOURCES OFFICER:

With respect to the above existing or proposed position of employment, my understandings, opinions, and/or recommendations with respect to the job description for the position are as follows:

- The attached job description for the position has been previously approved in writing by the Human Resources Office and does not need to be updated, revised, or otherwise modified.
- The attached job description for the position has been previously approved in writing by the Human Resources Office, but needs to be updated, revised, or otherwise modified. The modifications which need to be made are:
 - indicated on the attached, previously approved job description.
 - listed on the attached sheet(s).
 - as described in the comments below.
- The position of employment is new, or to my knowledge the Human Resources Office has not, in writing, approved a job description for the position. Accordingly, I have:
 - attached a new, draft job description for your consideration.
 - attached a previously existing, but to my knowledge not previously approved, job description and indicated thereon the modifications which would render the job description accurate and up to date.
 - attached a previously existing, but to my knowledge not previously approved, job description and indicated, either below or on additional sheet(s) attached, what modifications which would render the job description accurate and up to date.

Comments:

Submitted by: _____ Date: _____
President's Staff Member

Request No. _____ Date HR Office received this form: _____

FORM HP5 - SEARCH COMMITTEE MEMBERSHIP RECOMMENDATION

PART 1 - RECOMMENDATION (The Human Resources Officer completes this Part 1, and forwards the form to the President.)

Job Search Request No. _____

Existing / Proposed Position: _____

TO THE PRESIDENT:

It is recommended that you appoint the following persons to serve as members of the search committee for the above position of employment:

<u>Name</u>	<u>Position</u>	<u>Race</u>	<u>Gender</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Submitted by: _____ Date: _____
Human Resources Officer

PART 2 - APPOINTMENTS (The President completes this Part 2, and returns the form to the HR Officer.)

- The above recommendation is approved (without modification).
- The following persons are appointed to serve as special members of the search committee:

<u>Name</u>	<u>Position</u>	<u>Race</u>	<u>Gender</u>
_____	_____	_____	_____
_____	_____	_____	_____

Signature: _____ Date this form returned to HR Office: _____
President

FORM HP6 - JOB SEARCH FINAL APPROVAL

PART 1 - RECOMMENDATION (The Human Resources Officer completes this Part 1, and forwards the form to the President.)

Job Search Request No. _____

Existing / Proposed Position _____

TO THE PRESIDENT:

With respect to the above existing or proposed position of employment and job search request, as to which you previously granted preliminary approval:

- It is recommended that you grant final approval for the job search to proceed.
- Other: _____

Copies of the relevant job description, vacancy announcement, and intended vacancy advertisement are attached for your information.

Comments:

I need to talk with you about this matter. yes no

Submitted by: _____
Human Resource Officer

Date: _____

PART 2 - APPROVAL (The President completes this Part 2, and returns the form to the HR Officer.)

The above request: is approved is denied otherwise responded to - see below

Comments: _____

Signature: _____
President

Date this form returned to HR Office: _____

FORM HP7 - SEARCH COMMITTEE FINALISTS REPORT

TO: Human Resources Officer
FROM: Search Committee
RE: Job search results for the position of _____
DATE: _____

After evaluating the applicants for the above-referenced position of employment, interviewing selected applicants, and further endeavoring to determine the most qualified and suitable applicants for employment according to pertinent policies, procedures, and permissible selection criteria, the search committee respectfully submits for the President's consideration the following finalists, listed alphabetically:

Search Committee Signatures:

Committee Chair: _____

Committee Member: _____

Committee Member: _____

Committee Member: _____

Committee Member: _____