

EMPLOYMENT PROCESS POLICY (STAFF)

OVERVIEW

Finding good employees is a difficult task. The goal of the college's **Employment Process policy** is to assist the college in making informed decisions about potential employees and to ensure conformity with legal requirements that protect candidates from discrimination and maintain their right to privacy. The Employment Process policy is designed with these goals in mind.

POLICY

CCA's policy is to recruit, employ, compensate, retain, promote, terminate, and otherwise treat any and all job applicants and employees on the basis of parity, qualifications, and competence. Employment decisions will comply with all applicable federal and state laws prohibiting discrimination in employment against applicants or employees.

This policy is applied without regard to any individual's sex, race, color, religion, religious creed, age (over 18 years), mental or physical disability, medical condition as defined by law, national origin, marital status, veteran status, sexual orientation, gender identity, or any other consideration made unlawful by federal, state, or local laws.

PROCESS

I. Assessment

When a position opens, it is important for the hiring manager to assess the position to determine:

- Position history including the turnover rate, reason for the current vacancy, problems, and the need for redefinition.
- What are the college's actual current needs? What and its needs in the future?
- What would happen if this position were not filled? Should the position stay as it is? Should it be restructured? Should it be eliminated? Can the essential functions be transferred elsewhere?
- Background and abilities needed in the position. Are there computerization or telecommunication developments that may change what is sought?

II. Position Description Development

The hiring manager works with the [Human Resources office](#) to develop the position description and to establish the appropriate classification and compensation for the position. The description should:

- Describe the essential duties as well as the preferred responsibilities.
- List the minimum qualifications (skills, knowledge, and abilities), as well as any desirable or preferred qualifications.

The [Human Resources director](#) approves the classification and compensation for the position before it is finalized. Once the position has been defined and the description drafted and classified, the hiring manager must obtain authorization/approval to hire. The senior vice president for finance and operations must approve all new positions prior to recruiting.

When the position description is completed, and proper authorization has been obtained, the Human Resources office drafts an announcement to advertise the position. All announcements contain:

- An [overview](#) of CCA
- Flexible deadline: “Screening will begin immediately and will continue until the position is filled.”
- Equal employment opportunity (EEO) statement: “CCA is an equal-opportunity employer and welcomes applications from candidates who will contribute to its diversity.”
- Starting salary range for all positions below the director level

III. Conducting the Recruitment

Working with the hiring manager, the Human Resources office develops and conducts the recruitment strategy by:

Determining if there are sufficient qualified applicants within CCA, both in terms of job qualifications and affirmative action requirements, for the position to be advertised internally only.

If it is determined that the position will be advertised outside the college, posting the position announcement as follows:

- All openings are posted to the [jobs section](#) of the college's website.
- All openings are listed in at least one recruitment source appropriate for the type of qualifications for that opening.
- Depending upon the position, openings are advertised in other targeted venues (institutions, publications, online sites)
- If it is determined other means of advertising are needed to reach a sufficiently diverse population, openings are advertised in specific EEO/Affirmative Action sources.

Note: The Human Resources budget for recruiting is limited. If a listing is placed in a specific resource more than once, the hiring department will be asked to pay for subsequent postings.

Hiring Committee

It is advisable for the hiring manager to designate a hiring committee to assist with interviewing and selection. Considerations for selection of hiring committee members include, but are not limited to, diversity, position and length of time at CCA, and knowledge of / interaction with the position.

Working together, the hiring manager and hiring committee develop a timeline and system for review of applications and selection of candidates, confirm criteria to be used for selection of candidates, determine the number of candidates to be selected for interview and the number of finalists desired, and determine a list of specific questions to ask of each candidate. The [Human Resources staff](#) is available for consultation.

Receipt & Review of Application Materials

All application materials (résumés and cover letters) are directed to the Human Resources office. Human Resources will perform an initial screening of applications/résumés and refer the most highly qualified applications to the hiring manager for review. If a candidate sends materials to the hiring manager, those materials must be redirected to the Human Resources staff for processing.

Applicants are tracked by the Human Resources office, which keeps a running list of each applicant's name, address and phone number, and the action taken regarding each applicant. The Human Resources staff also sends each applicant an acknowledgement.

The hiring committee meets to discuss and agree upon candidates to be interviewed and schedules interviews. When scheduling interviews, remember confidentiality is essential.

Never tell anyone other than the applicant the reason you are calling.

In addition, remember all candidates called in must have time to complete CCA's [employment application](#) prior to the interview. The [Human Resources staff](#) is available for consultation.

Interview Questions

To prepare for the interview, the hiring committee should develop an interview plan, which includes, first and foremost, a list of interview questions to be asked of the candidates.

Recommended guidelines for the interview questions follow:

- **Relevance.** The questions should be relevant to: the essential functions of the job, the job requirements, the situation and work context facing this position, and the specific experience, knowledge, abilities and attributes required for the position.

(For legal reasons, questions should not delve into personal or irrelevant aspects of the candidate's background. A **Guide for Pre-Employment Inquiries** that details legal/illegal questions, as well as other helpful information on interviewing tips and techniques, is available from the Human Resources office.)

- **Consistency.** Interview questions should be consistent for each candidate. This assures the same information is obtained about each candidate and enables the hiring committee to more easily compare the candidates against the job requirements and each other.

Legally, it is also essential the candidates are treated equally and are given the same opportunity to demonstrate their qualifications for the position. Asking the same questions of each candidate assures consistency and fairness. You may ask follow-up questions of each candidate based on the response to your set of interview questions.

- **Questionnaire.** When the committee has decided upon the interview questions, members should draft a comprehensive questionnaire. Be sure to leave adequate space between questions so committee members can record the responses of the interviewee. You can obtain a list of suggested interview questions from the Human Resources office.

Note: Avoid writing comments on the candidate's résumé, as this item is considered a legal document.

Conducting the Interview

All applicants interviewed must complete CCA's [employment application](#) prior to the commencement of the interview. *Be sure to allow adequate time for applicants to complete the employment application, and for the hiring committee to review and prepare any follow-up questions it presents.* The interview format should be structured as follows:

- *Opening:* Interviewing is stressful, particularly on the candidate, so try to make the candidate comfortable. Make small talk about the weather, parking, etc., before beginning the formal interview. Provide the candidate

with: an overview of the college and the position; a copy of the job description or announcement for the candidate's review; and a copy of the current [CCA benefits summary](#) for the candidate's review.

- *Interview questions:* Using the predetermined list of questions, interview the candidate. The hiring committee may want to determine ahead of time which member will lead the interview, which questions will be asked by whom, and who will take notes.

Note: Notes taken during an interview create a legally discoverable record should legal action be brought against the college. *Therefore, when you take notes be sure to limit the notes to just information that is pertinent to the position, and that all notes are complete and legible.*

- *Closing:* Give the candidate an opportunity to ask questions about the position. Thank the candidate for taking the time to come to the interview and explain the remainder of the selection process in general terms. *Avoid making any specific promises (e.g., second interview, job offer).*
- *Post interview:* Hiring committee members should assess the candidate in terms of the established criteria and agree upon finalists.

IV. Reference or Background Checks / Finalist Interviews

The Human Resources office normally conducts reference checks on each finalist, based on information provided by the hiring committee. The Human Resources staff can designate a member of the hiring committee to contact references of finalists.

As with interviews, questions asked of references should be predetermined, consistent for each candidate, and *legal*.

Consult with the Human Resources staff for more information on reference checking. As with interviews, notes taken during reference checking should be retained with the application materials and ultimately submitted to the Human Resources office.

For certain positions it is advisable to do a more extensive background inquiry. Contact Human Resources to discuss when this is appropriate and the procedures required to conduct a background check.

It may be appropriate to schedule a second round of interviews for all finalists once reference checks are complete.

V. The Job Offer

The [Human Resources director](#) extends all official job offers and develops an offer letter upon receipt of the selected candidate's résumé and application and a completed [personnel form](#)

signed by the hiring manager, indicating the name of the selected candidate, suggested starting date, and salary, along with a [New Employee Technology Requisition form](#). (Offer letters contain the actual starting date, salary, position title, and other terms and conditions of employment.)

Please submit the personnel form and the New Employee Technology Requisition form to the Human Resources director as soon as you wish to make an offer. Human Resources requires time to make the offer, send the offer letter, and process the hire for payroll.

Human Resources also drafts letters to unsuccessful candidates—those who were interviewed yet not extended an offer. The hiring manager should avoid directly contacting unsuccessful candidates.

VI. Completion of the Recruitment

When the hiring process is complete, the hiring committee should return all application materials, including completed CCA employment application, interview questions, and notes to the Human Resources office. Human Resources retains the applications and hiring documents for the legally required amount of time.

VII. Orientation of New Employees

Prior to the new employee's first day of employment, the hiring manager should:

1. Make a campuswide announcement acknowledging the new hire to all staff, preferably using **Staff News** or **News** email, or both.
2. Prepare the new employee's work space, phone and phone number, computer, and email setup.
3. Schedule the new employee's orientation with the Human Resources office for his/her first week of employment.
4. Develop a training schedule for the new employee.

If you have questions, or need clarification about any of the above steps, please contact the [Human Resources office](#).