

**CLOVER PARK TECHNICAL COLLEGE
PROCEDURE**

CHAPTER 2	SECTION 1P	TITLE RECRUITMENT AND HIRING OF EMPLOYEES	Adopted 1999	HISTORY Campus Forum	Reviewed
			Revised 2016		Next review

PROCEDURE

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Definitions

Appointing authority: The legal authority to appoint/ hire, promote, discipline, demote, and/or dismiss an employee, or an officer to whom the President delegates that authority.

Interim appointment: Appointment (other than a regular appointment) to hold a vacant position, or to perform substantially all of its essential functions, for a stated period of not more than one year (unless extended by the President after an unsuccessful recruitment up to a total period not exceeding two years) See Interim Appointments).

Position: A set of ongoing functions (duties) which are to be performed by one qualified person and are assigned a position title, as described in a Position Description, and which are designated through specific budget account coding to receive funding continuing for an indefinite period of time and for a specified salary (not hourly compensation). A position may be designated as part-time (scheduled for less than forty hours per week), but a position does not include temporary employment.

Protected group: A grouping of individuals who are protected against discrimination in employment practices under federal and/or state law because of their inclusion in that group. Discrimination is prohibited on the basis of: age (forty or older), sex, marital

status, sexual orientation, gender identity, race, creed, color, national origin, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability, or the use of a trained dog guide or service animal by a person with a disability (unless based on a bona fide occupational qualification). See RCW 49.60.180, <http://apps.leg.wa.gov/RCW/default.aspx?cite=49.60.180>.

Regular appointment: Appointment to a position through an open competitive or internal competitive recruitment under this Procedure. Temporary employment is not regular appointment under this Procedure.

Temporary employee and temporary employment: (See Temporary Appointments) Employment in any capacity which does not constitute a position, including but not limited to employment:

- (a) as an adjunct faculty member,
- (b) as a work-study student,
- (c) which is paid on a part-time hourly basis, or
- (d) which is paid primarily through grant or other time-limited "soft money" funding.

Temporary employment does not create any right or expectation of continuing employment.

Collective Bargaining Agreements

Refer to the applicable Collective Bargaining Agreement (CBA) for specific requirements for each type of position.

Conduct an organizational analysis

Before creating or filling a position, the appointing authority should conduct an organizational analysis that considers the following factors:

- Salary and budget: Are adequate funds available to cover the salary and benefits for the position?
- Institutional needs and temporary alternatives: What does the College need from this position? If it is vacant, what would happen if the position were not refilled, or not refilled in the same way? Is a temporary alternative suitable, such as temporary employment, temporary reassignment(s) of functions, or an interim appointment?
- Position configuration: How is the position described in a currently-accurate Position Description? Should any functions be rearranged with other positions?
- Diversity: Is this a possible opportunity to increase workplace diversity?
- Promotion: Is this a possible promotional opportunity for internal candidates?
- Timing: Should the College wait for a period of time before creating and/or filling the position, for budget or other reasons?

Determine recruitment type

- **Open competitive:** anyone may apply
 - Application period: A minimum of 7 calendar days (typical period is 14 calendar days, but may be closed sooner if a sufficient number of qualified applicants apply).
 - Applicability: An open competitive recruitment is the favored default method, unless the requisition or CBA specifies otherwise, because it provides the broadest opportunities and is most likely to increase workforce diversity. In an open competitive recruitment, current employees and outside applicants shall receive equal treatment and consideration.
- **Internal competitive:** anyone employed by the college on a temporary, student employment, project, or permanent basis.
 - Application period: A minimum of 7 calendar days (typical period is 14 calendar days).
 - Applicability: An internal competitive recruitment must be used when required by the CBA. Internal competitive recruitments may also be used when one or more holders of college positions appear to possess all of the minimum qualifications required for the position.

Recruitment process

Note: In the competitive employment market in which we operate, it is essential that we conduct the recruitment process in a timely and efficient manner in order to obtain and retain strong candidate pools. All stakeholders (appointing authority and search committees) must be able to prioritize and commit the time necessary to ensure the recruitment occurs in a timely manner.

1. The supervisor completes the Requisition Form and the Position Description Form (using the templates) to clearly document the position's:
 - essential functions with percentages of effort indicated for each,
 - minimum (required) qualifications – measurable education, experience, and competencies necessary for performing the duties of the position:
 - Unless otherwise stated, a minimum of a high school diploma or GED is required. Diplomas, degrees, or other credentials must be from an accredited educational institution.
 - The ability to communicate in the English language in a manner necessary for the particular position shall be a minimum qualification for all positions.
 - preferred qualifications – additional education, experience, and competencies preferred for performing the duties of the position.
 - search committee assigned to the position (please see search committee responsibilities below). A search committee:

- is responsible for recommending qualified candidates for a position.
 - must have a minimum of 3 members and a membership that is diverse in terms of gender, ethnicity/race, union representation, relevant experience, and work with the position. At least one member should be outside of the position's division.
 - will not include the hiring authority.
2. The supervisor or appointing authority sends the draft Requisition Form and Position Description Form to HR electronically for review and editing. HR will review and edit the Requisition Form and Position Description Form and complete a compensation analysis, if required. If the position is covered by a CBA, HR will send the position description to the applicable Union President for review of the salary placement.
 3. Once the Director of HR has reviewed and approved the Requisition Form and Position Description, the documents are forwarded to the Director of Budget and Finance to review to ensure sufficient funds are available for the proposed salary and benefits.
 4. After the Director of Budget and Finance has approved and has returned the documents to HR, HR will give the Requisition Form and Position Description Form to the appointing authority to take to Direct Reports.
 5. The appointing authority takes the Requisition Form and Position Description Form to the Direct Reports for approval. Once approved, the appointing authority submits both forms to the President's Office to be logged and queued for the President's signature. After the President's signature, the forms are returned to HR.
 6. HR will post the position on the CPTC and State Board for Community and Technical Colleges websites and in other venues as indicated on the Requisition Form and deemed appropriate by HR. HR will collect applications for the amount of time specified on the Requisition Form.
 7. HR will schedule the first meeting of the search committee (within three business days after the position closes) and provide the group with the following information:
 - A confidentiality agreement.
 - The position description.
 - Relevant college diversity goals.
 - Interview questions for review and editing.
 - The application evaluation tool (HR and search committee will determine if an evaluation tool is necessary).

- The expected form of committee report, including strengths and weaknesses of each candidate selected to move forward.
 - The Human Rights Commission Pre-Employment Inquiry Guide, Chapter 162-12 WAC.
 - Plan for scheduling interview dates and times.
 - The charge given by the appointing authority or committee chair, such as goals, opportunities, and/or challenges for the position (mandatory). This may be done via email if the appointing authority is unable to attend the meeting.
 - Directions on retention of records and to turn them into HR at the end of the search.
 - The hiring policy and procedure.
 - Whether or not there are internal candidates who meet minimum qualifications that will receive an opportunity to interview based on the applicable Collective Bargaining Agreement.
8. HR will screen for minimum qualifications and notify candidates not qualified.
9. Before the search committee begins screening applications, HR will provide the appointing authority with non-personally identifiable data on the applicant pool to determine if it is sufficiently diverse, or if additional advertising is required.
10. If needed, the search committee reviews and scores applications based on the rating tool developed in the first search committee meeting to narrow the number of applicants to be interviewed.
- Each member of the committee (unless determined otherwise by the Director of HR) must rate all applications and be able to attend all interviews.
 - If a member of the committee has outside information about a candidate that may significantly affect his or her evaluation, he or she should recuse him or herself from the committee.
 - After the ratings based on applications (and any preliminary interviews) have been compiled in rank order, the committee will decide how many applicants to interview.
11. HR will schedule interviews for each of the candidates selected. Interviews may be in person or via phone or a web-based technology, but all candidates should be interviewed in the same format. All candidates should be asked the same interview questions and members of the committee will be asked to rate each candidate and note strengths and weaknesses.

12. Once the interviews are complete, the search committee chair will prepare a brief report to the appointing authority and submit to HR that highlights:
 - The candidate(s) selected as finalists to move forward, ranked.
 - Strengths and weaknesses of each candidate.
 - Summary of the committee members' interview scores (HR will provide).
13. The supervisor of the position will check references for each finalist within three business days of the interviews using the template forms and return them to HR to include in the appointing authority's folder. If the supervisor is not available to check references and would like to assign the task to someone else, the individual assigned the task must be in a management-level position and the supervisor must consult with Human Resources prior to making the assignment.
14. HR will provide the appointing authority with the search committee's report, the references for each candidate, the hiring approval form for each candidate, the position description, and application materials for the finalists. The appointing authority will contact the finalists to schedule interview dates and times and keep HR informed (in person interviews preferred).
 - The appointing authority may direct the holding of a forum or other group meeting with the finalists, with HR assisting in arranging.
15. If the position is at the executive director-level or dean or above, the list of finalist(s) (provided to the President by the appointing authority in an unranked list) will interview with the President. The President will make the final decision on positions at this level. For positions at the director-level, the finalist will interview with the President and the President will provide input to the appointing authority.
16. The appointing authority or President may make a tentative offer to the finalist, pending the results of a background check. He or she will return all documents provided in the hiring folder along with the hiring approval form to HR. The hiring approval form should include:
 - For Unrepresented Staff only the appointing authority may offer salary at the 95% or 100% levels. If he or she would like to make the offer at 105%, he or she must submit justification that highlights a candidate's exceptional experience or education to the Director of Human Resources in support of this request. The Director of Human Resources will review the request and inform the appointing authority of his or her decision.

- For AFT-Professional Staff, Classified, IUOE, and Faculty the appointing authority must follow the procedure outlined in the applicable collective bargaining agreement.
17. HR will conduct a criminal background check on the finalist for possible serious misdemeanor and/or felony criminal convictions, arrests with dispositions pending, and registered sex and kidnap offender status.
 - Typically, HR will check the State Patrol's Website, which reports criminal records information from Washington State. However, the Director of Human Resources may direct a search for out-of-state information if deemed appropriate, depending on such factors such as the position's level or type of responsibilities or the applicant appearing to have resided outside of Washington State for a significant amount of time. If the background check reveals a reportable item, the Director of Human Resources will review the information with the appointing authority and legal counsel, as appropriate, to assure that the information is properly considered.
 - No offer of employment binds the College or may be accepted by an applicant until the College has completed a criminal background check on that applicant and determined that the result is satisfactory.
 18. Once the background check is complete, HR will contact the appointing authority or President to make a formal offer to the finalist.
 - HR will provide the appointing authority with the Supervisor Onboarding Toolkit.
 - The appointing authority should consider starting new employees on either the 1st or 16th of the month.
 19. HR will contact the successful candidate regarding completion of new hire paperwork and orientation.
 20. The appointing authority or President will notify candidates interviewed but not selected. HR will provide a script for these notifications.
 21. HR will arrange for proper retention of records relating to the search, in accordance with applicable records retention requirements, usually including:
 - The Position Description,
 - The Employment Requisition,
 - Significant emails and correspondence,
 - Written directions given to the committee,
 - The ranked ratings of applications,

- The applications of candidates who were selected for interviews,
- The committee's interview scoring and strengths and weaknesses evaluations,
- All notes prepared by committee members,
- The report given to the appointing authority,
- All notes and other records relating to applicants which the appointing authority generated or obtained,
- NOTE: All electronic records (e.g., email, interview questions, etc.) generated or received by all parties in the recruitment process will be retained for three years after the position is filled, then destroyed. (per State Government General Records Retention Schedule (SGGRRS, version 5.1, paragraph 4.13 - Recruitment & Hiring).

Search Committee Role and Responsibilities

The role of the search committee is to:

- Rate applicants for interviews.
- Develop interview questions.
- Adapt an evaluation tool for interviews.
- Schedule interview dates.
- Evaluate applicants' strengths and weaknesses and prepare a report for the hiring authority.

Members of a search committee agree to:

- Sign an agreement confirming they will keep all information related to the search confidential, including: committee discussions, candidate information, and other information pertaining to the search.
- Keep an open mind and consider all applicants objectively, without favoritism or bias.
- Promptly disclose to the committee chair and/or Human Resources any actual or possible conflict of interest, such as any significant financial or personal relationship with an applicant.
- Base discussion and decisions on information that has been obtained through the hiring process and not on information from other sources, except when a search committee member learns of information about an applicant through another source that he or she believes should be considered. In this case, the information should be shared with Human Resources to determine appropriate treatment.
- Make good faith efforts to follow this procedure and to inform Human Resources of any apparent violations.

Interim appointments

An interim appointment may be made without a competitive recruitment, although at least an interview and reference-check (if individual is not an employee of the college) are required.

- When making an interim appointment, the College may adopt a temporary Position Description, with modified required qualifications, to meet the emergent needs of the unit, to provide a professional development opportunity, or due to temporary reassignment(s) of functions.
- The terms of an interim appointment should specify whether that person will be eligible to apply for the regular appointment.

Compensation for temporary alternatives:

- For an interim appointment, the compensation shall be the salary rate established for the position. Please also review the appropriate CBA.
- For temporary reassignment(s) of functions, compensation will be equitably determined by the appointing authority and Director of HR, consistent with Chap. 2 Sec. 18— Stipends, Chap. 2 Sec. 22— Compensation for Temporary Additional Responsibilities, and/or any applicable CBA.

Temporary appointments

The appointing authority does not need to follow the recruitment and hiring process as outlined above for temporary appointments, but he or she must:

- Ensure that a criminal background check is completed before hiring.
- Ensure that HR and Payroll have received all of the completed appointment paperwork prior to the start of the appointment.

Temporary employment does not create any right or expectation of continuing employment.

Appointing authority for temporary appointments has been delegated to officers of the Direct Reports group.

Important notes

- Under RCW 28B.50.140, <http://apps.leg.wa.gov/rcw/default.aspx?cite=28B.50.140>, the Board of Trustees employs the President and such other employees as may be appropriate. The Board determines the method(s) for recruiting and selecting the President, which need not follow this Procedure. The Board has delegated broad appointing authority for all other employees to the President. The President retains ultimate appointing authority for all such employees, except as otherwise provided by law or in a CBA.
- The President has adopted this Policy and Procedure to implement this appointing authority, and except as otherwise provided below, it shall be followed in the hiring of all employees. The President sub-delegates to each Vice President, and to every other officer who reports directly to the President, shared appointing authority over employees who directly or indirectly report to that officer.

- The President’s sub-delegation of shared appointing authority covers temporary employment. However, temporary employment is not further addressed in this Procedure except as follows:
 - An appointing authority may choose to have this Procedure apply to any recruitment, including one for temporary employment.
 - Upon request, HR may assist an appointing authority in seeking candidates for temporary employment without following this Procedure, such as by assisting a dean just in advertising and accepting applications for adjunct faculty.
 - The appointing authority should remind applicants that even temporary employment is conditioned on a satisfactory criminal background check, and assure that such a check is completed before hiring.
 - The appointing authority shall promptly notify both the Human Resources office (HR) and the Payroll office of all temporary employment, and the temporary employee shall provide all required employment documents to HR before the employee starts work.
- To any extent that this Procedure cannot be applied consistently with a current collective bargaining agreement, the CBA will control.
- The appointing authority and the Director of Human Resources may agree to shorten or extend a time period, or terminate or extend a recruitment, for good cause. The Director of Human Resources, with the approval of the President, may otherwise modify the application of this Procedure in a particular instance for good cause.
- The President or other officer may designate another person to take any action under this Procedure on his/her behalf.
- All forms and other inquiries to applicants should comply with the State Human Rights Commission’s pre-employment inquiry guide. See WAC 162-12-140, <http://apps.leg.wa.gov/wac/default.aspx?cite=162-12-140>.
- The College will provide reasonable accommodation to an individual with a disability who requests such accommodation in applying for employment, but the applicant should make that request to HR at least three working days prior to the date of need. See Chapter 2 Section 21—“Application Process”.
- Any payment of prospective-employee interview expenses shall be in accord with state rules. See OFM’s SAAM, <http://www.ofm.wa.gov/policy/70.20.htm>.
- The appointing authority or HR may seek or require authentication of applicant credentials at any time. Any significant false statement, misrepresentation, or omission by an applicant during the hiring process, whenever discovered, shall be cause (1) for rejection of the application or (2) if the applicant has been hired, for discipline up to and including immediate termination of employment.

APPROVAL: By: <u>Tawny M. Dotson</u> Tawny M. Dotson Vice President for Strategic Development (Interim)	Date: <u>3/23/16</u>
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