

OFFICE OF HUMAN RESOURCES



HIRING MANUAL

INTRODUCTION

The Hiring Manual is a source of information to guide those who have responsibility for recruiting, interviewing, and selecting faculty/staff for employment at State Fair Community College. College policies and employment practices provide the foundation for hiring the best-qualified candidates.

Responsibilities

College Administrators, Supervisors, and search committee members are responsible for ensuring compliance with the College's nondiscrimination policies and equal employment guidelines throughout the hiring process. Important information on laws that pertain to the hiring process and college requirements is available in the attachments section of the manual. The Office of Human Resources staff will be available to serve as consultants to SFCC Administrators and Supervisors throughout the hiring process.

EEO Guidelines

Equal Employment Opportunity Policy

State Fair Community College follows a policy of nondiscrimination with regard to age, race, color, religion, gender, national origin, sexual orientation, Vietnam Era veterans, and persons with disabilities. This policy applies to all employment practices, the awarding of student financial aid, and the recruitment, admission, housing, placement, and retention of students, faculty and staff. The college complies with all state and federal laws and regulations, including:

1. Title VI and Title VII of the Civil Rights Act of 1964 regarding race, color, national origin, religion, and sex discrimination.
2. The Americans with Disabilities Act.
3. Section 504 of the Rehabilitation Act of 1973 regarding discrimination based on disabilities and handicaps; and
4. The Age Discrimination in Employment Act of 1967 (ADEA).

In compliance with ADA, the college will make reasonable accommodations for qualified individuals with a verified disability.

Training

College Administrators, Supervisors and Search Committee Members are required to review the hiring manual and submit the signed code of ethics form to the hiring committee manager at the start of the search process.

Position Control

Submission of an approved **Position Requisition** to HR, via SFCC's applicant tracking system (NeoGov), constitutes authorization to initiate the search process and post the

vacant position. All positions require an updated electronic **SFCC Position Description**. Fulltime job descriptions should be reviewed by the Hiring Manager as well as the Dean and/or Vice President. The position description will be used to create the job posting.

This process can also be initiated with the submission of a termination PAF (Personnel Action Form) of the incumbent of a position. Please see PAF Instructions found at <U:\Human Resources Forms\Personnel Action Form\PAF Instructions.pdf> for additional information.

POSITION POSTING & RECRUITMENT

Submitting a Requisition

Please see the training videos at [NeoGov Hiring Process](#), or the [Applicant System Training Manual](#), in order to review instructions on submitting a requisition. Additional qualifying questions may be added to the application to narrow the pool of qualified candidates for ease and to expedite screening. These questions must be submitted to HR at the time the requisition is submitted so they can be added to the application. If you have any employee terminating and you plan on backfilling the position then complete the [Personnel Action Form \(PAF\)](#) and submit to Human Resources and they will take care of initializing the requisition, obtaining approvals and posting the position. If this is a new position or a reclassification the hiring manager will need to initiate the process. Each position requisition will require certain approvals for it to be approved and posted. Please see the approval levels listed below:

Requisition Approval Levels

<u>Position</u>	<u>Approval Levels Required</u>
Part-Time Hourly & Student Worker positions:	Dean or Department Head VP of Finance Executive Director of HR Human Resources Specialist
Work Study:	Financial Aid (Dawn Hines) Dean or Department Head Human Resources Specialist
Adjunct:	Division Chair Dean VP of Finance Executive Director of HR Human Resources Specialist
Full Time Staff – Non-Exempt:	Dean or Department Head VP of Finance Executive Director of HR

	Human Resources Specialist
Full Time Staff – Exempt:	Dean or Department Head VP of Academics (if applicable) VP of Finance President Executive Director of HR Human Resources Specialist
Full Time Faculty:	Division Chair Dean VP of Academics VP of Finance President Executive Director of HR Human Resources Specialist

*Note: HR Specialist must be final approver for all positions so that once all other approval levels are complete it will be their indicator to move forward with posting the position.

Recruitment

Search Committee

As a best practice, it is recommended that a search committee be used in the selection process of all vacant positions. At the very minimum a search committee is required for all full time exempt staff and faculty positions. The search committee should be as diverse as possible, including both genders, and if possible, one member from an underrepresented group. The specific position will dictate the size of the search committee. It is recommended the committee for fulltime position vacancies range between 4-6 committee members. If a search committee is used for a part time position, it can be composed of the hiring manager for the designated area and one additional committee member.

Responsibility for the overall integrity of the search process belongs with the hiring manager, and the Office of Human Resources. It is the hiring manager's responsibility to either request permission of the employee's direct supervisor whom they want on their search committee OR ensure that the committee member themselves reach out to their direct supervisor to request permission to participate in the search committee. Committee participation is not guaranteed, a supervisor may have reason to deny their employee's participation due to high demand, business needs or performance concerns.

The hiring manager is responsible to direct the committee in following approved procedures, documenting decisions, and seeking technical assistance when needed. If an employee receives permission, and agrees to, serve on the search committee they agree to participate in all research (reviewing resumes), meetings and interviews

requested by the hiring manager (committee chair). It is understood that there might be scheduling conflicts for some of the meetings, however, should they be unavailable for an interview, they will be asked to step off the committee, as they will no longer be able to offer fair recommendation for all candidates that interviewed.

Search committee members should not directly report to, or be related to any candidate for which they serve on a committee. Should a candidate come forward that is an immediate relative, the committee member will need to withdraw from participation, or the candidate will need to withdraw their application. Individual relationships such as candidates using an employee as a reference, or an acquaintance will need to be disclosed to the hiring committee manager and taken on a case by case basis.

In rare cases, a student may be asked to serve on a committee as an observer. Should this be a request, HR approval is required. Outside business partners may also serve as subject matter experts on a hiring committee. Prior to extending an opportunity for the outside partner to serve, HR approval is required.

Prior to committee meetings, the hiring manager must submit a list of proposed committee members to HR for approval.

Recruitment Plan/Advertising

All positions must be posted on the SFCC website. This includes full time, part time, faculty, adjunct, student workers and work study positions. Requisitions are submitted through SFCC's applicant tracking system, NeoGov, and are 100% electronic. All positions within SFCC must be posted a minimum of 3 business days. There is no maximum posting time however positions will be posted in 30-day increments. No continuous postings will be allowed. If a supervisor needs to renew a posting past 30 days they will need to reach out to HR to extend the posting prior to the 30 days expiring. Any positions posted through NeoGov onto the SFCC website are also pushed to Indeed.com. If there is a need for additional advertisement, the request must be submitted to HR and will be determined based on current applicant pool, and budget allowance.

If additional Advertisements are approved they will be placed by Human Resources. HR will pay for recruitment within traditional recruitment venues. External recruitment that is above and beyond normal expenditures will be billed to the hiring department. Vacancy Announcements are posted on the SFCC website in the Employment section and, as mentioned, are activated with an electronic requisition through NeoGov. Positions may also be announced in local, regional, or national publications, websites or forums as requested by the department.

Receipt of Applications

Applicants are responsible for submitting a complete electronic application and related materials as specified. Paper applications are not offered unless needed for a specific position. If paper applications are received they will be routed to the committee

manager electronically via the applicant software system. (HR will scan and create a file for the applicant.)

Confidentiality

Members of the search committee or employees involved in the search process should not provide information to any applicant, employee, or outside entity about other candidates.

In searches where there is an internal applicant or applicants, applicant files must not be made accessible to that person. The internal applicant(s) will not attend any activity, presentation, or interview for any other applicant. In no instance should the internal candidate vote or decide who is to be interviewed or offered the position.

- The official spokesperson for the search is the Chair of the Search Committee (Hiring Manager). Other individuals should **not** discuss the search with members of the press or college constituency groups.
- All candidate files are considered confidential and must be maintained and reviewed in a manner that insures that candidates' identities are not divulged. If advertisement of a candidate visiting our campus is required, the candidate must be informed. For example: a welcome sign on a board at the entrance of a building.
- Information on whether or not an individual is a candidate, and candidates' status at each stage of the search, is considered confidential.
- All information contained in semi-final and final candidates' background and reference reports is considered confidential.
- The identity of the candidates is not to be divulged to the press, to members of the college constituency, or to the community unless, and until, the candidates have been invited to come for an interview.

Screening of Applications

The hiring manager is responsible for review and screening of all applications submitted to evaluate for basic qualifications. The applicant software is able to separate and rank applications based on qualifications provided in the application. The screening process will involve a review of the qualifications listed on the job description/posting compared to the qualifications and experience listed by the applicant on their application.

Additional application materials that may come to other offices or directly to the hiring manager can be filed in the search folder however the hiring manager needs to advise the candidate that all application materials need to be scanned and uploaded to their application. If they do not have access to a computer they can utilize ones available to students. The hiring manager should notify HR when they are ready to begin the applicant review stage.

******REMINDER ALL POSITIONS (Internal, external, fulltime, permanent part time positions, work study or student works) must be posted for a minimum of 3 business days. ******

It is recommended at this point after screening the resumes for qualified candidates that the hiring manager continue to narrow the pool by doing telephone interviews (see interview process section for additional guidelines). The hiring manager can choose to include the hiring committee in the telephone interview step or can proceed on their own. After completing phone interviews the hiring manager (and/or committee) should choose 2-4 candidates to invite for face to face interviews. The hiring manager should provide a list of candidates selected for face to face interviews to HR, prior to interviews being scheduled. Should a candidate not be eligible for rehire, HR will withdraw the application from the pool.

Before the search committee begins the screening process to identify the top candidates, the hiring manager and search committee must determine a method for evaluation of applicants that will be followed consistently throughout the entire search process. A best practice is for the committee to meet in a room that has screen access and the hiring manager can bring up resumes for the committee to review together. In some instances access can also be granted to all committee members with supervisor approval however it is not recommended to have the committee review ALL applications for the reasons that this is a step that should initially be handled by the hiring manager and to be respectful of the committee's time. If access is requested for anyone other than the hiring manager, the hiring manager will need to request HR remove additional accesses upon the closing of the position.

1. The evaluation criteria need to be established prior to identification of any candidates from those that meet the minimum requirements. The evaluation criteria should be recorded and placed in the search file created by the hiring manager. The file will contain all documents gathered throughout the search.
2. Compare credentials using agreed upon evaluation methods. A sample [applicant rating form](#) is available for consistency, the hiring manager may change the rating form based on the requirements of the position. Completed rating forms should be placed in the search file upon completion of the search. The search file will be routed to HR after an offer is accepted by the chosen candidate.
3. For each candidate who is eliminated from consideration, the committee manager should be able to indicate the specific reason for supporting the decision, should it be requested of them based on federal and state regulations and requests. (for example: if an EEO claim is alleged, SFCC must be able to support the applicant selection for the position in question)

Interview Process

Preparing for the Interview Process

Before initiating the interview process, all candidates eliminated from consideration must have a reason for rejection. Reasons must not be a statement of the committee's conclusions, but must set forth facts upon which the conclusions are based. Examples

include: not qualified, incomplete applicant materials, etc. As applications are reviewed in the applicant software system, this information should be documented in the applicant file for future reference including justification for the interview and hiring selection if a hiring decision is questioned.

Interviews

Interviews (including telephone interviews) should not be conducted before everyone associated with the interview process has reviewed the Interview Guidelines and the [Search Committee Code of Ethics](#). Interview questions for full time exempt staff and full time faculty should be reviewed and approved by the Dean or VP of the hiring area. Questions can be selected from the [Acceptable Interview Questions](#) list OR can be developed by the hiring manager/hiring committee however questions must be preapproved by HR and all questions asked in the interviews must be consistent from interview to interview. Please use the [Sample Interview Guide](#) that includes a rating scale, to build the interview questions. If questions are added outside the approved question list, they should be directly related to the specific tasks of the position.

Should the committee need more information, and the candidate does not answer the question to the extent desired, additional “digging” questions may be asked, but only if they pertain to the position.

For example: Committee member: “have you ever had an issue with a co-worker”? Candidate: yes. Committee member could then ask for additional information. “Can you tell me more about the specific circumstance?”

Committee members need to avoid small talk with the candidates. Though it is nice to make the candidate feel at ease, the small talk conversations are the ones that can potentially open doors of information that could be viewed as discriminatory.

FACULTY/INSTRUCTIONAL INTERVIEWS: most fulltime faculty positions require a teaching presentation. This process needs to be consistent and executed in one of the two following ways:

- The same topic is assigned to all candidates with a specific time frame given as well as same amount of time for each candidate to prepare.
- The committee allows the candidate to pick the topic related to a subject, with a specific time frame given with the same amount of time for candidates to prepare.

NON-FACULTY/NON-INSTRUCTIONAL INTERVIEWS: a test or presentation can be requested for non-instructional candidates also with the same expectations for faculty. (uniform subject, time frame, etc.)

Telephone Interviews (optional)

1. Telephone interviews may be used as a screening mechanism to help narrow down applicant pool and identify those who may be invited for a face to face interview.

2. Interview questions must be prepared before interviews begin. All candidates must be asked the same questions to provide a fair and comparative basis of evaluation.
3. The Hiring Manager or a designated committee member will schedule the interviews.
4. It is best practice if the hiring manager completes the telephone interviews especially due to the telephone interview being the place for the initial salary discussion however the hiring manager can invite the entire committee to participate or they may choose to record the interviews for the committee to review later.
5. If the interviews are being taped, the interviewees must be informed.
6. Hiring managers should discuss salary ranges for the position prior to scheduling any interviews. It is best to have a discussion with the applicant during the telephone interview to determine their salary requirements, especially if said requirements are not noted on the application.

2. On-Campus Interview

1. The selection committee should choose their top 2-4 candidates to come to the location for a face to face interview with the committee. There should be no less than 2 candidates and no more than 5.
2. Interview arrangements for transportation, lodging and meals, when appropriate, are to be made by the hiring department and must be pre-approved. Only candidates traveling a great distance will be considered for travel reimbursement. The cost of regular travel expenses will be charged to the HR budget, however, if several candidates are required to travel for one search, or there is an unusually large number of travel reimbursement requests for the year, the expenses may be charged to the hiring department.
3. Information about the college will be sent to interviewees if appropriate.
4. The hiring manager, or a delegate of the hiring committee, will schedule interviews. Interviews should be scheduled via an Outlook calendar invite that includes the candidate. Inside the invite should be all pertinent information for the interview (date, time, building location, directions to the campus, directions to the building, where to park, what materials to bring, etc.).
5. Interviews are to remain structured with all interviewees asked the same questions using the same process. Members of the search committee or hiring manager should refer salary questions to HR or the hiring manager.
6. An evaluation or discussion after the interview is conducted by the Committee with recommendations directed to the hiring manager preferably in written form. Please use the [applicant rating form](#) to evaluate candidates, as mentioned before, rating form may be changed to meet the individual needs of each committee.
7. Upon completing the rating forms the hiring committee can discuss amongst themselves their choice for a top candidate. If the position is full time exempt (Professional Staff) or full time Faculty the hiring manager will need to work with the President's Administrative Assistant to schedule interviews with the President for the committee's top two (2) candidates. The President prefers these interviews to be face to face however if timing or travel constraints are an issue

the interviews can be schedule via phone, Skype or Zoom. Please provide all candidate contact information, application notes, as well as a few preferred dates/times to the president's assistant for scheduling.

8. Dependent upon the applicable department head's preference, additional interviews with Deans/VPs/etc. may be required.
9. After the President has completed the final interviews the hiring committee will then make a recommendation for hire based on the information provided and their observations of the candidates. The purpose of the committee is not to vote for a candidate, but provide feedback and perspective to the hiring manager to be used in coordination with other variables to extend an offer of employment. The committee will then provide their recommendation for hire to the department head and the President for approval.
10. At this point the hiring manager should contact Human Resources to close the posting so additional applicants cannot apply.

Reference Checks

The hiring manager will be responsible for reference checks using the reference check document. This step should be completed on the final candidate prior to offer. A reference check document is provided with the hiring packet. Reference checks should include the current or most recent employer. The candidate should be notified if reference checks are scheduled to be conducted as a courtesy. As a courtesy to the applicant, the committee manager (or someone designated by the committee manager) should notify each applicant that reference checks may be conducted should they be selected as a final candidate.

Recommendation and Approval Process

1. Following interview, and BEFORE an employment offer can be extended, all of the search documentation must be submitted to HR for review. The hiring manager will also need to discuss the final salary offer with the Executive Director of HR.
2. All fulltime exempt and full time faculty hires must be approved by the appropriate department head and the President prior to offer of employment being extended. This is not a formal process but more of verbal approval following the final interviews with department heads and the President. Administrative position recommendations require final approval from the President. The President or the Executive Director of HR may intervene at any time during this process.
3. After approvals and prior to completing the hire in NeoGov, the hiring manager, or Dean, will conduct reference checks using the [Pre-Employment Reference Check Questionnaire](#).
4. Once the reference checks are completed and the final salary offer has been determined by the Executive Director of HR and the President (if professional staff or faculty positions) then the hiring manager can contact the candidate to

extent the offer. **IMPORTANT**: It is important to remember that all full time professional staff and full time faculty positions must have board of trustee's approval prior to the employee starting. Please ensure the candidate is aware that all offers are extended pending board approval.

5. All benefits and onboarding questions from the candidate should be directed to Human Resources at (660) 530-5825. Start dates should be communicated as either the 1st or 16th of the month, whichever comes first after final board approval (if applicable). If board approval is not required then the candidate can start the next available start date as long as they have completed their new hire paperwork and have received HR approval. Employees will not be allowed to start working without their new hire paperwork completed and written approval from Human Resources.
6. Once the candidate accepts the verbal offer and final board approval is received (if applicable), the hiring manager will then proceed to move the candidate to Hire via NeoGov. The only approvals needed at this step will be the Department Head (Dean or VP) and the Executive Director of HR. The final approver should be listed as the HR Specialist as that is the indication that all approvals are received and to commence with onboarding the candidate.
7. The hiring manager should contact all candidates that were interviewed and not offered the position either by phone or a personal email to notify them that the position has been filled. All candidates not interviewed can be sent a form rejection letter through NeoGov. This step needs to be completed prior to the new employee starting.
8. HR will send the candidate an onboarding link to their personal email in order for them to complete their new hire paperwork. HR will also send the candidate and invitation to their scheduled new employee orientation session. NEO sessions are held the 1st Monday of every month.
9. Once the candidate has completed their new hire paperwork, HR will notify the hiring manager via email that the employee has completed their paperwork and is cleared to start.
10. All candidates must complete the entire new hire paperwork process prior to first day of employment. Documents must be received and approved for the I-9 Immigration requirements no later than the first day of employment however the I-9 document itself must be completed prior to the first day.
11. After the new employee completes the necessary paperwork, a background check is completed with Validity Screening Company. Background check information takes up to three days to complete. If concerns are reported on the background check, HR will contact the applicant to review the report. Once confirmed, HR will meet with the president to discuss the negative information provided from Validity Screening. Should the charges inhibit the employee's ability to perform the functions of their position, based on the job description, the

offer will be retracted by HR. If the charges are over 7 years old, the crime does not affect the position (bad check charges for a student worker) no further action will be taken.

12. If a position requires additional certifications, licensures, background checks, drug screenings, each will be conducted and housed in the area requesting the information. For example: Nursing licensures, family care safety registry will be initiated, and maintained in the nursing department. Should the Dean request a copy also be placed in the HR file, this can be arranged. These are the only documents housed in the individual departments. All other documents are maintained in Human Resources.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) INFORMATION

Federal antidiscrimination laws ensure that employers not base employment decisions on an applicant's race, gender, national origin, religion, age, sexual orientation, color, military/veteran status, or disability status. All employment decisions must be job and business related. This is true in all employment practices that include hiring, work assignments, compensation, promotions, and terminations. Questions that could lead to such information being discussed in the interview process should be avoided. Identification of an applicant based on protected class should be avoided.

EEO defines "protected class" as those who are covered under a particular federal or state discrimination law. Groups protected by EEO include but are not limited to women, African-Americans, Hispanics, Native Americans, Asian-Americans (including Pacific Islanders), people age 40 or older, the disabled, and veterans.

Identifying Discrimination

There are two primary types of discrimination: disparate treatment and disparate impact. Disparate treatment occurs when a member of a protected group is intentionally treated differently from other employees such as being evaluated by different standards. Disparate (or adverse) impact may be intentional or unintentional. In this situation the employment practice may on the surface appear neutral, but further analysis shows a discriminatory effect on a protected group.

Recordkeeping Requirements

Documenting and maintaining appropriate records supporting an employment decision is critical because this is what allows the employer to prove compliance with federal antidiscrimination laws. Those involved in a search process have an obligation to carry out their responsibilities in a way that will provide for this requirement to be met.

All paper materials may be disposed of in no less than one year from submission of application documentation. Applicants are no longer active after 1 year.

Important documents required:

- [Search Committee Code of Ethics](#) (to be signed and returned to HR with each committee the employee serves on)
- [Applicant Rating Form](#) Rubric
- [Acceptable Interview Questions](#)
- [Pre-employment Reference Check Questions](#)
- [Hiring Process Checklist](#)