

Employment – Hiring & Recruitment for Vacant Positions Procedure	Procedure Number	6.1.2P
	Effective Date	April 2, 2014

1.0 PURPOSE

In accordance with Board Policy 6.1 Employment, the purpose of this procedure is to outline general procedure for the recruitment for, and hiring of, employees into vacant new and/or existing positions.

2.0 REVISION HISTORY

Adopted on: 4/2/14

3.0 PERSONS AFFECTED

All employees of the College are subject to the procedures.

All applicants and/or persons interested in consideration as a candidate for any/all new and/or existing vacant position are subject to the portions of this procedure as may be applicable.

4.0 DEFINITIONS

- A. *At-will employees* – Employees do not have a contractual relationship with the College. For at-will employees, either the College or the employee may terminate the employment relationship at any time, and for any reason or without reason.
- B. *Contracted employees* – Employees who have an employment contract with the College that provides the employee a continued employment expectation for the duration of the contract.
- C. *Intermittent positions* – Positions for which the College does not have a routine and on-going need. Intermittent positions are usually temporary in nature. An Adjunct Faculty position is considered an intermittent position.
- D. *Misrepresentation* – Is an intentional, knowing, or careless representation of factual information that an applicant knows or should have known was false or misleading.
- E. *Regular positions* – Positions for which the College has a routine and on-going need, or had a routine and on-going need for, prior to the reduction in force, as opposed to intermittent or temporary positions. The anticipated duration of institutional need for regular positions is more than six (6) months.
- E. *Temporary appointment* – An appointment in which the employee is placed into the position on a temporary, rather than an on-going, basis. The appointment is temporary when the position is being filled based upon an emergent need identified in LCCC policy or procedure.

5.0 PROCEDURES

A. Hiring Process Preface

- 1) In general, the basic hiring and recruitment procedure will be followed to recruit for, and fill, any and all open positions at LCCC. Some procedural steps may be bypassed and/or minimally fulfilled, dependent on the type of position and surrounding circumstances.
- 2) All forms identified within the steps outlined within this process, support tools such as scoring rubrics/matrixes and interview guidance, supervisory hiring guidelines, and screening committee guidelines are available electronically from Human Resources (HR), and/or are provided within the supervisory training sessions coordinated through HR.
- 3) Two elements of LCCC's hiring procedure that must be satisfactorily completed for any and all hires - **with no exceptions** - are:
 - a. The completion of the LCCC employment application form, including personal demographic information, and the acknowledgment of candidacy and/or employment requirements, and
 - b. The proper vetting of candidates, i.e., all persons hired into any position with LCCC must successfully complete a background check and education verification via submission of current transcripts, if faculty.

B. General Hiring & Recruitment Process – All vacant positions at LCCC will move through the basic steps, beginning with a clear identification of functional/operational need and concluding with a formalized hire.

1) Identification of Staffing Need

- a. When an operational function is being impacted due to a staffing gap (vacancy in an existing position) or the need to enhance service fulfillment (vacancy in a new position*), a supervisor may initiate the recruitment and hiring process.

** A proposed new Regular Position at LCCC must be submitted through the HR Position Priority Process unless otherwise allowed for by exception upon approval of the President. (A supervisor may re-purpose an existing position to better fulfill operational needs within their area of responsibility with guidance, review and approval of HR and the Area Administrator.)*

2) Define Position – In preparation for recruitment and hiring, the position must be defined via a Position Description (PD); PD forms, samples and guidance are available through HR.

- a. A Position Description defines the responsibilities, tasks, duties to be performed, the necessary knowledge, skills, and abilities (KSAs), and qualifications (education and experience) that will allow an individual to successfully perform the responsibilities identified, as well as physical and mental demands. Every position within LCCC must have a position description; it is the responsibility of the position supervisor, in collaboration with HR, to ensure every position within their area of responsibility has a current position description.

3) Initiate Recruitment – Planned and intentional recruitment activities will ensure appropriate support and acknowledgement regarding intent to search and select a qualified individual to join the LCCC team in a specifically identified role.

- a. For most regular positions, a Request to Fill Vacancy will be submitted to President's Cabinet for overall consideration of resource usage. The Request to Fill Vacancy form,

- accompanied by an updated PD, will be reviewed by Cabinet; upon approval, recruitment will be considered properly initiated; the supervisor may begin working with HR to open active recruitment.
- b. In the case of an emergent need, a supervisor should contact HR for guidance as to options available under 'Administrative Transfer' (6.1.3P item C.), or a temporary hire.
 - c. For positions that are not considered to be Regular (e.g., Adjunct, Student, etc.), a Request to Fill Vacancy need not be forwarded to President's Cabinet for consideration; however, a Request to Initiate Recruitment must be completed, approved by the area Administrator, and forwarded to HR to trigger active recruitment.
- 4) Recruitment Opened – The identified position is considered open and applications will be accepted for consideration regarding potential match with the position expectations.
- a. Internal Recruitment – If it is determined that recruitment for the identified position should begin with an active internal search initially, an "Internal Only" posting may be issued. An internal posting will include a specified closing date. A viable candidate pool must be obtained by the posted closing date for the hiring process to continue on the basis of an "Internal Only" posting. A viable candidate pool typically consists of a minimum of three candidates who meet minimum qualifications. In the event that a viable candidate pool does not emerge, the recruitment may be opened externally.
 - b. External Recruitment – Unless an "Internal Only" posting is utilized, the default recruitment for open positions at LCCC will be that of external posting and advertisement. The HR department will coordinate advertisement and active external recruitment activities. All advertisements will be in compliance with Equal Employment Opportunity and Affirmative Action requirements.
 - c. Emergent Need – In rare and occasional situations, it may be necessary to engage in Fast-Track Minimal, or no, Recruitment activities. These types of situations arise when there is insufficient time to utilize a normal recruitment and hiring process, abrupt programmatic need emerges due to the sudden departure of an incumbent employee, and/or when an unexpected opportunity arises.
 - i. In these rare and occasional circumstances, the Hiring Manager/Supervisor may appoint a qualified employee temporarily to the intermittent position for a limited amount of time. During the intermittent appointment, LCCC will then undertake the normal hiring process.
 - ii. If no qualified current employee is available for the emergent need, a qualified non-employee may be considered; however Fast-Track recruitment must be followed (guidance regarding Fast-Track is available in HR – Fast-Track in general follows basic hiring steps such as application, application review and candidate vetting). Fast-track recruitment is only available for temporary, intermittent position fulfillment.
 - iii. An employee holding such a temporary appointment shall have no expectation of continued employment in the position beyond the specified end date; the employee accepting such a temporary appointment may be afforded a right to return to their prior position upon completion of the temporary intermittent appointment, should they have been employed at LCCC prior to the temporary appointment. An individual who was not employed with LCCC prior to the temporary appointment will have no expectation of any future employment with LCCC once the temporary intermittent appointment concludes.

- 5) Establishment of Screening Committee (if applicable) – for regular positions, a Screening Committee will be utilized; for positions such as Federal Financial Aid Work Study Student, Adjunct, and urgent temporary hires, a Screening Committee may be utilized, but is not required.
 - a. In partnership with HR, the Hiring Manager/Supervisor over the vacant position will establish a Screening Committee to assist in the review of submitted applications. A Screening Committee will consist of a minimum of three and, except in special circumstances i.e., a vacant executive position, no more than seven committee members.
 - b. In most cases, the Committee Chair will be the Hiring Manager/Supervisor over the position.
 - c. Committee members will be required to complete a brief training session that covers basics such as usage of LCCC's online application system, obligations and expectations of committee members, record-keeping in hiring, and basic interview techniques. The Hiring Manager/Supervisor must coordinate with HR to ensure all committee members have successfully completed any required training prior to committee service.
 - d. Committee make-up should include cross-organizational representation, including both vertical and horizontal member representation, whenever possible.
- 6) Qualified Candidate Pool Formed – Applicants who have submitted materials in response to open recruitment for an identified position are screened regarding minimum qualifications by HR.
 - a. Candidates that meet the minimum qualifications are forwarded as viable candidates to the Screening Committee and/or Hiring Manager/Supervisor as may be applicable; viable candidates receive notification of action from HR.
 - b. Candidates who do not meet the minimum qualifications are dropped from further consideration and receive notification of such from HR.
- 7) Initial Candidate Review – Screening Committee and/or Hiring Manager/Supervisor (as may be applicable) review of submitted applicant materials.
 - a. Utilizing scoring rubric forms (available through HR), submitted materials are reviewed for higher and lower levels of preferred qualification, knowledge, skills and abilities (KSAs), and additional aspect fulfillment.
 - b. Candidates who are determined to better fulfill needs are moved forward for further consideration.
- 8) Interview Semi-Finalist Candidates (when applicable) – Screening Committee and/or Hiring Manager/Supervisor (as may be applicable) will reduce the candidate pool on the basis of established criteria.
 - a. Utilizing initial interview methods, the Screening Committee and/or Hiring Manager/Supervisor (as applicable) engage in live interviews with top tier qualified candidates.
 - b. Initial interviews may be by phone, by videoconferencing, or in-person, as may be determined to be most appropriate for the candidate pool. All initial interviews will be conducted in the same manner. Guidance on initial interview methods and assistance with scoring rubrics/matrixes are available from HR.

- c. Viable candidate pool should be reduced from beginning count to a group of three to five candidates considered to be most viable. Candidates who are no longer under consideration will be notified of such by HR.
 - d. Candidates who will be brought on-campus for interviews will be contacted. The Hiring Manager/Supervisor will coordinate any interview schedules and committee schedules in partnership with HR.
- 9) Interview Finalist Candidates (when applicable) – Top tier candidates will be brought on-campus for interview opportunity, as well as any skill demonstration/testing and or other assessment method, as may be deemed appropriate.
- a. In partnership with HR, the Hiring Manager/Supervisor will work with the established Screening Committee, when applicable, to develop the on-campus interview schedule.
 - b. Any methods employed during the on-campus interview will be developed, reviewed and approved by HR prior to engaging in the active usage. Guidance, suggestions, and finalist/second interview guidance and scoring rubrics/matrixes are available through HR.
 - c. Top tier candidate information will be compiled by the Hiring Manager/Supervisor, with the assistance of Screening Committee members, as appropriate. Top tier candidate information will be forwarded to HR for the candidate vetting process.
- 10) Candidate Vetting (Checks and Verification) – Education, employment, demographic information verification, reference checks, and background check completed.
- a. Candidates will be contacted for acknowledgement of the vetting process. Once consent has been provided, HR will conduct a background check, education verification, and personal demographic verification.
 - b. Hiring Managers/Supervisors will be contacted by HR to begin the professional reference checking process. A minimum of three professional references will be contacted and information gathered (professional reference check guidance and sample forms are available through HR).
- 11) Final Selection – Hiring Manager/Supervisor arrives at the candidate of best fit and forwards final selection forward for review to the next level Manager/Supervisor and/or the President, as may be applicable. The determination of best fit will be based on full consideration of:
- a. Submitted materials,
 - b. Initial interview,
 - c. Secondary interview (if applicable),
 - d. Skill demonstration (if applicable),
 - e. Reference information, and
 - f. Background check information.

When the final selection is approved, the Hiring Manager/Supervisor must partner with HR to determine the specifics of any employment offer. All documents utilized within the hiring process must be gathered by the Hiring Manager/Supervisor and forwarded to HR for appropriate record storage and retention.


- 12) Employment Offer – Once the final selection is reviewed and approved, and the specifics of the employment offer have been established in partnership with HR, the offer may be extended.
 - a. An offer of employment must not be extended without prior establishment of specific details through HR.
 - b. The Hiring Manager/Supervisor will work with HR to extend the offer – most typically, contact will be completed with both the Hiring Manager/Supervisor and HR present.
 - c. When an offer of employment has been extended and accepted, all other candidates will be notified of the conclusion of the hiring process by HR. If, as a professional courtesy, a Hiring Manager/Supervisor wishes to reach out to unsuccessful finalist candidates, they may do so only after consultation with HR as to appropriate and permissible communication.
- 13) Formalize Hire – The hiring process will be concluded with the formalized offer communication to the new hire.
 - a. In general, employees hired into regular positions will receive a formal acknowledgement of offer from HR to secure acceptance of the offer that was made verbally; a contract (when applicable) or other Personnel Action Form (PAF) indicating employment status (when applicable) will be offered to the employee on their first day of employment.
 - b. In general, all other hires will be formalized via acknowledgement and signature on a PAF generated by HR.

C. Confidentiality in the Hiring Process

- 1) Confidentiality will be maintained within the hiring process regarding an individual's application and candidacy up to the point of:
 - a. Acceptance of an on-campus interview when applicable, or
 - b. With acceptance of an extended employment offer.
- 2) When a candidate is invited to campus for an on-campus interview, appropriate notification will be provided to the candidate for their acknowledgment that their candidacy is no longer confidential.
- 3) Prior to such an invitation being extended and accepted, all persons involved in the hiring and recruitment process are expected to uphold confidentiality on behalf of any and all persons who submitted materials for employment consideration.
- 4) If the search has been for a Classified Staff, Student Employee, Adjunct, or a temporary position, the confidentiality of the search process will be maintained until the position has been offered and accepted.
- 5) If, upon the vetting of a candidate, the candidate requests to remove their application from further consideration, it will be the responsibility of any/all persons involved in the search to uphold confidentiality regarding any such action.
- 6) All communication with a candidate dropped from further consideration will be routed through Human Resources and either HR will handle such communication(s) or HR will specifically guide such communication.

D. Consequences of Discovery Issues

- 1) It is expected that an individual submitting their application for employment consideration will complete the application process by providing LCCC with accurate and comprehensive information, being forthright in disclosure and lacking misrepresentative aspects.
- 2) The expectation is outlined in the form of an acknowledgement that is required to be completed by any/all applicants as one of the final steps in the LCCC application process.
- 3) Examples of information that is closely scrutinized for verification include: any educational degree and/or certification claimed to be earned and completed, information requested as a part of background screening, past employment locations and/or positions held.
- 4) If, either within the applicant review process, after an offer of employment has been extended and accepted, and/or after the individual has become employed, it is discovered that there was misrepresentation(s), failure to provide accurate and complete information, and/or a lack of appropriate disclosure within specific screening questions, the individual will be dropped from further consideration if not yet employed, and/or employment will be terminated, unless the President approves the continued employment based upon appropriate rationale.
- 5) As a consequence of discovery of misrepresentation and/or failure to appropriately disclose, the individual will be considered ineligible for future employment and/or future consideration of employment with LCCC, unless the President approves the continued employment based upon appropriate rationale.

REQUIRED APPROVALS	NAME/SIGNATURE	DATE
Originator(s) Name(s)	Peggie Kresl-Hotz, Human Resources Executive Director Debb Roden, Legal Counsel	1/14/14
Approval by President's Cabinet		1/21/14
Ratified by College Council	Kari Brown-Herbst, Council Co-chair	3/17/14
Approval by President (Signature)		4/2/14