

HIRING PROCESS CHECKLIST

Acquiring and retaining high-quality talent is critical to DCC's success. Therefore, the goal of the Hiring Process is to:

- Flag imminent vacancies or needed positions throughout DCC to ensure staffing needs are adequate, the recruitment process is timely, budgeting is considered, long term plans are adhered to or adjusted;
- Ensure that no candidates are lost but, instead move through the process and are kept informed of their status;
- Ensure that good candidates whose applications are pending are kept in touch to maintain their interest in the organization;
- Assist in analyzing hiring, transfer and exit trends and providing other data that is helpful in planning, evaluating and auditing the recruitment process;
- Identify any adverse impacts of the recruitment process on vulnerable groups (for example minorities, especially where Equal Opportunity/Affirmative Action legislation exists);
- For internal recruiting: control the internal job posting process, generate the notices, and then match internal applicant qualifications with job specifications.

OBTAIN AUTHORITY TO RECRUIT FOR AND FILL POSITIONS

- Discuss request for new position with supervisor
- Supervisor will discuss new position with Executive Team. Supervisor will submit Position Request Form. The following information should be included with request:
 - Position Title
 - New Position or Replacement
 - Starting Date
 - Type of Position: Faculty , Staff or Administration, Full time or Part time, how many hours/week, how many months a year, if staff - is the position permanent exempt, classified/non-classified, temporary non-classified, student employees, work study, etc.
 - New or Updated Job Description
 - Funding Source (FOAP)
 - Supervisor

DETERMINE STARTING SALARY

These tasks will be completed in accordance with the submission of the Position Request form and the approval of the President:

- HR Director works with supervisor and President to finalize job description and submit to President for final approval
- Desk Audit will be completed if the position is Classified Staff
- Faculty starting salary will be determined using the GFT CBA
- Classified staff starting salary will be determined by using the DCCU CBA
- Exempt, Temporary, Non-Classified Starting Salaries will be determined based upon budgets, prior history and approved by President
- President approves all other negotiated items (moving expenses, changes in leave accrual, etc.)

HIRING SUPERVISOR SUBMITS COMPLETED 'REQUEST A POSITION' FORM

- Form completed and submitted by Hiring Supervisor to Human Resources
- Form signed by requesting supervisor, Director of Budget Operations for budget approval, President for authorization to fill the position and the Human Resource Director.
- Search Committee members and designated Chair are defined by the President.
- Once submitted, requesting supervisor and Human Resources Director will discuss posting the position:
 - Internal and/or External
 - Where will it be advertised if posted external
 - Communication once applications are received

APPLICATION MATERIALS

According to DCC Board policy all positions (except where noted below) will require at least all of the following application documentation (more may be requested depending on the position):

- Cover Letter (Letter of Interest)
- Resume or Curriculum Vitae
- DCC Employment Application
- DCC Employment Credential Verification Form
- EEO Form
- Transcripts (unofficial will be accepted with application, but official must be received before hire date)
- Additional Info if requested by Search Committee

Temporary Non-Classified Positions (student employees, work study positions, temporary summer/break employees, etc.) are required to submit the following for application documentation:

DCC First Time Employees:

- Cover Letter
- DCC Employment Application
- Resume
- References

INTERNAL POSTING

DCC is dedicated to assisting employees to reach their professional goals through internal promotion and transfer opportunities. One of the tools DCC makes available to employees in managing their career is internal job postings. This procedure enables current employees to apply for any available position either before or at the same time the positions is advertised outside of DCC. Notice of position vacancies will be emailed to all Staff, Faculty, Adjunct Faculty and Board members using the DCC e-mail accounts and posted on the employment bulletin board located near the Human Resources Offices. Information regarding the internal position will be posted on the DCC website under "Internal Vacancies" only. After the five day limit has expired, postings may be moved to the website under "External Vacancies". Internal applicants are still eligible to apply once vacancies have been posted externally. The President determines if a position is advertised externally.

All positions will be posted internally for five days, except temporary non-classified positions (student employees, work study positions, temporary non-classified, and temporary summer/break employees).

To be considered an in-house applicant:

- You must be a current, regular full or part time DCC employee employed for at least 6 months. (The President reserves the right to waive this requirement at his discretion.)

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- You must meet the qualifications for the position posted.
- You must submit the required application documentation required per Board policy.

Internal candidates will go through the same screening process as external candidates (rating of application, interview, reference checks, background checks, etc.). Priority will be given to those internal applicants that have been in their current DCC position longer than six months and are in good standing in their current position.

In all cases, the employee's work record, including but not limited to performance, attendance, efforts to develop skills and related behavior will be used as valid criteria for determining suitability for a position. Consideration will be given to the employee's demonstrated interpersonal skills, among other job-related factors, before making a final decision.

The employee's current supervisor will be contacted when conducting reference checks. There may be extenuating circumstances in which an employee requests that his/her current supervisor not be contacted before an offer or acceptance. The employee may make this request with the Human Resource Director and explain reasons why the request is being made. In all cases, information provided to the hiring supervisor should reflect only the documented strengths, accomplishments or developmental areas that are a written record of the employee's performance.

Although an internal candidate has five days to apply for the position, the search does not automatically end when an internal application is received. Dawson Community College's goal is to hire the best qualified person for the position, not the best qualified internal or local applicant. If the position requires a highly specialized or unique skill set, the hiring supervisor may want to explore all options including internal, external, local and outside candidates. Posting positions externally allows the search committee to compare the skills and experience of the internal candidates with the market. If an internal application is received within the five day limit and the search is continuing, the Human Resource Director will notify the internal candidate the application has been received and the search is being extended to include external candidates.

EXTERNAL POSTING

Human Resources will work with the Hiring Supervisor and within the constraints of the budget, to post positions externally. Positions will be posted where there is the highest likelihood of attracting the best qualified, interested and diverse applicant pool.

SEARCH COMMITTEES

The Search Committee's involvement in the process of recruitment, screening, and nomination of candidates to fill position vacancies enhances campus collegiality, democratizes hiring procedures, and brings to bear diverse sensitivities to the important task of selecting institutional leaders.

Board Policy requires search committees be used to fill all full-time and permanent part-time faculty positions and all full-time and permanent part-time non-teaching professional and administrative positions.

The following guidelines are intended to help all parties understand their rights and responsibilities when participating on a hiring committee:

- The Committee shall be established by the President
- Search Committees normally include a representative from faculty (adjunct and/or full time), staff (full time, part time, permanent and temporary) and administration. This is not an all-inclusive list, nor a requirement – however search committees should normally include positions who are experts in that area or a related department.

- An Equal Opportunity Representative from outside of the department shall be appointed to the Committee. This person will normally be the Human Resources Director. The purpose of this person is to ensure applicant screening, interview questioning and committee discussion confirm to Equal Employment regulations and all other pertinent labor rules and laws. This person should also be used as a resource as to when procedural questions arise during the search.
- Search committees can be as small as three people and as large as seven (or more) depending on the position.
- The Hiring Supervisor normally serves as the chair of the Committee, however, may designate another member of the Committee to serve in this capacity.
- The Hiring Supervisor will work with Human Resource Director as to how to handle incomplete applications and notification of applications received.
- The Application Scoring Rubric is designed by the requirements and job duties listed in the position description.
- Interview questions and scoring method are to be approved by the Equal Opportunity Representative prior to interviews being conducted.
- Committees will hold meetings instead of coming to decisions through emails.
- Committee members must familiarize themselves with the job description, current department setup and long term goals.
- Committee members must commit to screening all applications using the approved scoring rubric within the designated timeline.
- Rank candidates based on the scoring rubric (which should take into account required, preferred qualifications and the job description). It saves significant time to be able to quickly identify the next candidate to be contacted in case your top candidate withdraws from the pool.
- The Committee Chair and Human Resources will work together to schedule interviews.
- Committee members who are chosen to interview the candidates must interview all candidates. The same questions must be asked for all applicants interviewed.
- Prior to interviews, if committee members have questions, they will meet with the Equal Employment representative to discuss proper behavior during interviews, legal dos and don'ts, etc.
- Take advantage of phone and/or Skype interviews to save time and money. However, be aware that the method used must be consistent across all applicants being considered even if they are local or internal applicants.
- If a candidate informs anyone involved in the search process that they may need accommodation for a disability in order to participate in any part of the search process, please contact the Equal Employment Representative immediately. Additionally, if a candidate informs you or anyone else involved in the search/hiring process that they may need a reasonable accommodation for a disability upon being hired, please contact the Equal Employment Representative as well.
- The Chair of the Committee shall present to the Human Resources Director and the President a written list of pros and cons for each candidate interviewed. The list should also include the hiring recommendation of the committee. If the committee is not confident in the abilities of those interviewed, the committee shall make the recommendation to continue the search or end and repost the position. The President makes the final decision on who is offered the position.
- Reference Checks are conducted by Human Resources once the President selects the finalist for the position and prior to making the offer.
- Keep applicant information and identities confidential within the search committee process. This demonstrates values of accountability, respect and diversity. All committee members shall adhere to levels of strict

confidentiality. Names and related information of those in the applicant pool should never go beyond the committee meetings. If it is found that committee members have shared any information to members outside of the search committee process, disciplinary action will follow.

- All notes, comments, ratings made by Search Committee members (including email conversations) are considered part of the scoring material and must be submitted to Human Resources. When interviews and rating of final candidates is complete, the Committee Chair shall submit all material to the Human Resource Director.
- Once a finalist has accepted a verbal offer, background checks are completed; Human Resources will contact unsuccessful candidates informing them the position has been filled.

TEMPORARY NON-CLASSIFIED, WORK STUDY, STUDENT EMPLOYEE, ETC. SCREENING PROCESS

The hiring supervisor will work in conjunction with Human Resources to review and grade applications. Interviews are conducted with all vacant positions, however, for temporary, non-classified, work study, student employees, etc. only the hiring supervisor need be present. All complete applications will be rated. All potential candidates will be asked the same interview questions. Documentation will be provided of all applicants to Human Resources. The hiring supervisor shall approve the final selection for these positions. Human Resources will contact all unsuccessful candidates informing them the position has been filled.

REFERENCE CHECKS

These guidelines apply to all open vacancies and temporary hires over 18 years of age.

Reference checks are conducted on final selected candidates for regular positions prior to their start of employment. This process is conducted to verify the accuracy of the information provided by the applicant. Examples include checks of past employment, education, job-related accomplishments, etc.

All reference checks are conducted in compliance with federal and state statutes, such as the Fair Credit Reporting Act, as applicable. For example, the American with Disabilities Act prohibits organizations from collecting information not job-related from previous employers and other sources. Therefore, the only information collected will be pertaining to the quality and quantity of work performed by the applicant, the applicant's attendance record, education, and other work related topics.

Increased utilization of social networks, such as Twitter and Facebook, has become a methodology in the recruitment process to influence hiring decisions in both the private and public sectors. However, many sites have no verification process, and several can be edited by anyone with access to the internet. Therefore, DCC does not authorize this option when performing reference checks.

Once a decision has been made regarding interest in hiring an applicant for a regular position, a formal background check, including reference checking will be performed prior to an offer of employment being extended or the offer is made contingent upon the successful completion of reference checking. As part of this process, each prospective employee must submit two supervisory references to be considered for employment at DCC.

Applicants will be asked to provide the employer's name, telephone number, and address for each reference provided. The references must be either current or former managers that have a direct knowledge of the applicant's job performance.

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Human Resource personnel will conduct all Reference Checks unless other arrangements have been made with the hiring supervisor. DCC's standard Reference Check Form will be used and completed for all references. A minimum of two reference checks are required. More can be requested by the hiring supervisor.

Temporary Hires under age of 18, Student Employees, Work Study Reference Checks:

Reference checks will be conducted using the Reference Check Form. The Hiring Supervisor (or Human Resources) will contact a minimum of two references before hiring decision is made. Supervisor will understand the laws and regulations with hiring under 18. The Fair Labor Standards Act (FLSA) sets the minimum **age for employment** (14 years for non-agricultural jobs), restricts the hours youth **under the age of 16** may work, and prohibits youth **under the age of 18** from being employed in hazardous occupations.

OFFER AND NEGOTIATIONS

Upon notice from the President, completion of reference checks and consultation with the Hiring Supervisor the Human Resource Director will contact the final applicant and make a verbal offer based on the starting salary and terms determined before the job was posted. The Human Resource Director is authorized to negotiate as had been agreed with the President following all collective bargaining agreements and applicable rules and regulations

The offer is contingent on successfully passing the Background Check.

If the offer is verbally accepted, Human Resources will prepare an offer letter and letter of appointment for review by the Hiring Supervisor, Director of Business Operations and the President.

The offer letter will contain the following:

- Formally extends offer of employment with Dawson Community College contingent on successful completion of background check
- Position Title
- Annual Salary or Hourly Rate
- Start Date
- Brief Description of benefits package
- Brief Description of Leave Information

Human Resources will also create a Letter of Appointment which serves as the actual employment contract.

The Letter of Appointment will contain the following:

- Board of Trustees offer contingent on successful completion of the background check
- Position Title
- Type of Position (Faculty, Adjunct Faculty, Classified, Temporary, Non-Classified, Exempt, etc.)
- Status (Fulltime, Part time, 12 months or less)
- Expected Hours per week if applicable
- Department
- Division
- Immediate Supervisor
- Effective Date of Contract
- Tentative dates of employment if position is temporary

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Employee: _____

- Starting Salary/Hourly Rate
- Bargaining Unit Notice (if applicable)
- Offered and signed by Human Resources Director
- Signature of Employee required within 10 days of date of letter of appointment
- Internal FOAP String
- Position Number
- Grade and Step, if applicable
- Other Negotiated Terms if applicable

EMPLOYMENT BACKGROUND CHECK POLICY

Dawson Community College is committed to protecting the security, safety, and health of employees, students, and others, safeguarding the assets and resources of the College, and assuring individuals in responsible positions are worthy of the trust they are given. Therefore, Dawson Community College has adopted a policy requiring Pre-Employment Background Checks.

Background Checks shall be required prior to employing faculty, professional and classified employees, except as provided below. This policy applies regardless of whether or not a competitive recruitment process is used.

Policy:

Applicability:

1. As a condition of hire, Background Checks are required on all applicants offered a faculty, professional, or classified position which is expected to last (4) four months or longer, except for student employees. In addition, in the event an initial employment period of less than four (4) months is subsequently extended to exceed four (4) months, a Background Check must be completed at the time employment is extended.
2. Background Checks are required for students and positions of less than (4) four months which are safety or security sensitive, such as safety and security employees and employees working with a high likelihood of consistently working with anyone under the age 18.
3. Background Checks may be required at the discretion of the hiring authority for any student employee or any employment appointments that are less than four (4) months which include safety or sensitive duties such as handling currency, accounts payable, having access to sensitive computerized databases or laboratories, chemicals or heavy equipment, or having access to a master key.
4. Background Checks may be required for employees obtaining safety or sensitive duties, such as a change in positions or significant change in duties as determined by Administration.
5. Employees who have a completed background check on file and experience a break in service in employment will not be required to have an additional background check if they have been in an active work status at Dawson Community College within 2 years.
6. A background check may be required in the circumstances of A above at the discretion of the administration if the employee begins working in a different department and/or different job capacity that includes safety or sensitive duties such as handling currency, accounts payable, having access to sensitive computerized databases or laboratories, chemicals or heavy equipment, or having access to a master key.



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Employee: _____

Procedures:

1. Notification

Written notification of the requirement to successfully pass a Background Check will be given during advertisement and/or at time of application.

2. Initiation of Check

Background Checks will be initiated only by Human Resources (classified, contract professional and faculty employees), Human Resources may only initiate Background Checks once they receive a completed and signed Authorization for Pre-Employment Background Check form.

3. Background Checks

Background Checks will include, at a minimum, a multi-state criminal background check including felonies and misdemeanors, a social security trace, and a National Sexual Offender Registry check. Background Checks may also include a credit check (conducted in compliance with the Fair Credit Reporting Act), driver history check, and credentials verification for applicants designated by Human Resources (classified, faculty or contract professional employees).

Background Checks conducted by the US Department of Homeland Security for international, non-citizen job candidates as part of the visa process may be considered adequate for the purposes of this policy if the candidate has not previously resided in the United States.

4. Conditional Offer of Employment

The Background Check must be completed before employment begins, except as provided below. Any offers made before a background check has been completed shall be expressly conditional upon successful completion of the Background Check.

Employment may begin prior to completion of the Background Check only as a conditional offer of employment and when the hiring authority establishes to the satisfaction of Human Resources there is a compelling need. In such cases, Human Resources will provide the hiring authority with condition of hire language.

Conditional offers shall be withdrawn if the results of the background check are deemed to disqualify the applicant for the position (regardless if conditional employment began).

5. Results of Background Check

Results from a Background Check will be considered in the following manner.

If the Background Check reveals criminal records or other serious misconduct (other than minor traffic violations), Human Resources will consult with Legal Counsel and Dawson Community College administration. In such cases, Human Resources, Legal Counsel, Dawson Community College administration and, if determined necessary, the hiring supervisor shall make an initial determination as to whether the Background Check results would disqualify the candidate for the position.

The group's consideration shall include, but not be limited to, the following factors:

- a) Number of offenses or misconduct and the circumstances of each.
- b) Length of time between the offense or misconduct and the application for employment;

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- c) other employment history;
 - d) evidence of applicant's rehabilitation efforts;
 - e) severity of the offense or misconduct; and
 - f) The relevance of the offense or misconduct to responsibilities of the position.
- To the extent required by the Fair Credit Reporting Act (FCRA), applicants will be informed, in writing, notice of adverse information discovered in the Background Check and given an opportunity to respond. Upon conclusion of the review, written notice will be sent to the candidate regarding the employer's decision of eligibility for the position.
 - All results of the Background Check will remain confidential, will be maintained by Human Resources and will be disclosed only to authorized employees who have a need to know in the performance of their job assignments.
 - Failure to disclose criminal convictions requested during the application process may result in disqualification for employment or termination of employment.
 - Disqualification of a candidate based on information discovered in the Background Check is not subject to grievance or appeal by the candidate.

6. Responsibility for Costs

Human Resources will be responsible for the costs associated with the Background Check. The investigation will be conducted by a qualified vendor approved by the College to conduct such investigations.

CLOSING OF HIRING PROCESS

Outcomes: *This is first step in the candidate becoming an employee.*

- Ensure all committee materials are submitted to Human Resources.
- All materials are submitted to Human Resource Director by Committee Chair.
- Offer Letter and Letter of Appointment are sent to successful applicant.
- All other applicant are notified the position has been filled.
- All advertising is ended or pulled.
- All documentation regarding the position, search, application, interview, offer, reference and background checks are maintained in the Human Resource Office.

NOTIFICATION TO HR OF COMMITTEE'S SELECTION

Outcomes: *This is first step in the candidate becoming an employee.*

- Ensure all committee materials are submitted to Human Resources.
- Human Resources creates an Offer Letter and Letter of Appointment.
- Human Resources contacts applicant and offers position.
- Terms of hire approved by hiring Supervisor, Director of Business Operations and President.
- Offer contingent upon background check. New hire submits paperwork for background check.
- Human Resources sends Offer Letter to new hire with information on benefits, etc.