CP 2-25: Selection of Classified Staff

COLLEGE POLICY: CP 2-25
APPROVED: October 9, 2014
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REFERENCES: BP 2-25

The College shall develop policies and procedures to hire qualified classified staff based on merit bases selection standards. The Human Resources Office is charged with administering this recruitment and screening procedure.

Operating Procedure Details:

The College recognizes and values the important role played by staff in fulfilling the College's mission to provide affordable and open access to quality teaching and learning. The intent of this procedure and guidelines is to recruit a strong and diverse applicant pool and to hire the most qualified candidate for each vacancy.

Announcement Procedure

1. If the position is new, the administrator will develop a position description and forwarded it to the Human Resources office for salary placement and final approval from the President.
2. If the position is not new, the administrator will review the position description to assure that it still properly describes the job. If changes are necessary, the administrator will forward the revised job description s to the Human Resources office for salary placement.
3. The College president will determine if the position requires the formation of a formal search committee, or if the search can be conducted by the hiring manager and/or administrator.
4. The position will be posted internally for a period of five working days. Human Resources will notify DCCU of the vacancy, post notice of the vacancy on at least one employee bulletin board, and inform all current and laid off employees of the opening through their DCC email accounts.
5. If Human Resources receives applications from qualified internal candidates during the five day internal posting period, the President will determine if external advertisement is necessary.
6. If the President determines that external advertisement is necessary, the Human Resources office will ~~mail~~ post vacancy announcements to appropriate newspapers, professional journals, the local Job Service Office, etc. The Human Resources Office and the President are responsible for determining the appropriate advertising/posting strategy to develop the strongest, most diverse, applicant pool possible.
7. Applications are to be submitted online to the Human Resources office where they will be screened for completeness and compliance with minimum positions qualifications/experience. An application file will be considered as complete when it includes: a letter of application for the posted position; the college application form; a resume or CV; an unofficial copy of college transcripts (if official transcripts are required, the DCC Human Resources office must receive the document(s) prior to issuance of first contract); and the names, addresses, and phone numbers of three professional references; and a completed Credential Verification form. Prospective applicants will be notified of the completeness of their application.
8. Human Resources will forward all complete applicant packets for those candidates that meet or exceed the minimum qualifications to the search committee chair pursuant to the College

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president's determination in step 3. The Human Resources Office will not forward to the search committee incomplete application packets nor applications materials that do not document clearly that the applicant meets the job's minimum qualifications. The President and/or Chair may review incomplete application packets or the packets for candidates deemed unqualified by Human Resources.

Search Committees

If the College president determines the position warrants a search committee, he or she will appoint the committee members and chairperson. All search committees will receive a committee charge from the president or designee that outlines the committee's roles and responsibilities and highlight's the College's AA/EEO policy. The role of a search committee is to complete the following process:

1. review and score the application materials submitted by qualified applicants for the job
2. use information in the application materials to narrow the pool of applicants to a group of semifinalists;
3. develop appropriate interview questions for semifinalists and finalists with support from Human Resources (all questions must be approved);
4. schedule and conduct telephone or video interviews with semifinalists and use appropriate information from the interviews to narrow the pool of semifinalists to two or three finalists.
5. organize, schedule, and conduct an on-campus interview process for each finalist ; and
6. develop, as a committee, a list of strengths and weaknesses for each finalist candidate.

Once the committee completes the search process, the committee chairperson submits the strengths/weaknesses lists and all committee materials/notes to Human Resources. Human Resources will forward the materials to the President. The College president will make the final determination of which candidate will be offered the position based on the committee's input. The Human Resources Office will notify all unsuccessful applicants of the results of the search.

Search Committee Expectations and Guidelines

- Committee members must keep all information about applicants confidential. The committee chairperson may consult only with the College President, the administrator responsible for the position, or the Human Resources department, as necessary during the search process.
- At each stage of the search process (i.e., application material review, semifinalists' interviews, and finalists' interviews), all candidates should receive the same treatment (e.g., scoring rubric questions, interview panel participants, tours, breaks, meals, etc.)
- For the application materials review stage, the Human Resources Office will create a scoring rubric or criteria by which each member will evaluate the application packets. The Human Resources Office will use the job description (e.g., job characteristics, minimum and preferred qualifications, essential functions, job requirements, etc.) to create the rubric.
- For jobs that require interaction with a wide spectrum of faculty and staff, it is preferred that the committee organize a "meet the candidate" mixer for each finalist. Human Resources can provide information on how to organize a mixer.
- All job vacancy postings are available to internal applicants for five days prior to the College deciding to post the job vacancy externally. Other than this advantage in the search process, internal applicants should receive the same treatment as external applicants. The College does not give "courtesy" interviews.

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- At the end of the search process, each committee member should submit all search materials, including informal and formal notes taken during the process, to the chairperson. The chairperson will submit all committee materials to the Human Resources department.

Guide for interview questions

The job interview is a powerful factor in the search process. The committee should ask interview questions that help determine whether the candidate has the behaviors, skills, knowledge, and experience needed for the job. The job description is a helpful tool for identifying question topics. It is appropriate to ask questions about why the candidate is interested in DCC and in the job. The following are examples of how job interest questions might be phrased:

- How does it align with your career path?
- Have you researched DCC? If so, what have you learned about the college and does that information make you more or less excited about this opportunity?
- What aspects of this job interest you the most and why?

The best predictor of future behavior is past behavior. Therefore, most interview questions should focus on past work-related behavior of the candidate and seek to understand how he or she has behaved in past situations that are relevant to the DCC job. The following are examples of how behavior-descriptive interview questions might be phrased:

- Can you describe in detail a time when you [insert job related task or behavior]?
- Tell us about a time when you had to [insert relevant workplace task], and how you accomplished [task]?

Some interview questions should probe the candidate's job-related knowledge. The following are examples of how job-related knowledge interview questions might be phrased:

- What is the [best/legal/safest/appropriate] way to accomplish [insert job related task]
- What would you do if [likely occurrence in the DCC job] happened? As a follow up, why would you [candidate's response]?

In addition, some interview questions should focus on experience. The following are examples of how experience questions might be phrased:

- What do you consider your greatest [accomplishment/challenge/failure] in your professional life, and what did you learn from that experience?
- In your experience, what is the best way to, and, as a follow up, why does [candidate answer] work well?

Illegal questions

It is **never** appropriate to ask questions about a job applicant's age; race, ethnicity, or color; gender or sex; country of national origin or birthplace; religion; disability; marital or family status; or pregnancy. Do not let the interview turn into an informal chat session in order to avoid questions, like the following, that might seem harmless, but are inappropriate.

- What arrangements are you able to make for childcare while you work?
- How old are your children?
- When did you graduate from high school?
- Are you a U.S. citizen?

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- What does your wife/husband do for a living?
- Where did you live while you were growing up?
- Will you need personal time for particular religious holidays?
- Are you comfortable working for a female boss?
- There is a large disparity between your age and that of the position's coworkers. Is this a problem for you?
- How long do you plan to work until you retire?
- You seem young to hold this position, are you ready for this much responsibility?
- Have you experienced any serious illnesses in the past year?
- Do you have a car that will handle our winters?

If a candidate offers information that is unrelated to the job, such as, "I will need a flexible schedule because I have four children in elementary school," you can answer the relevant question (i.e., "Does the college allow flexible work schedules?"). Do not pursue the unrelated topic further. Instead, move to the next prepared interview question, or ask the candidate if he/she has any other questions.

Semi-Finalist and finalist questions
It is normal and appropriate for semifinalists and finalists to ask questions during the interview process. The committee should document all questions asked by candidates during the interview process.

Committee members should answer questions in a truthful and unbiased manner. If none of the committee members knows the answer to a candidate question, it is appropriate to tell the candidate that the committee will email the answer as soon as possible. The search committee chairperson or Human Resources should send the candidate an email with the answer within one or two business days.

If an applicant asks about accommodations for a disability, a committee member should state, "The College makes reasonable accommodations for documented disabilities."

If the candidate wants additional detail, the committee should refer him or her to the Human Resources department. If a candidate asks questions about salary, benefits, or start date, the committee should direct him or her to the Human Resources department. If a candidate contacts a committee member outside of the interviews (e.g., phone call, email message, etc.), the committee member should direct the candidate to contact the search committee chairperson or the Human Resources department, and the committee member should document the interaction.

Dawson Community College does not discriminate on the basis of creed, race, religion, gender, national origin, age, disability, veteran status, genetic information, pregnancy status, marital status, gender identity or expression, or sexual orientation with respect to access, employment, programs, or services.

SCOPE These procedures apply to Dawson Community College.

History: 3/22/2004, 7/26/2010, 11/09/2020

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