



FULL-TIME FACULTY HIRING HANDBOOK

Prepared by

HUMAN RESOURCES

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INTRODUCTION TO HIRING PROCEDURES AND POLICY FOR SALT LAKE COMMUNITY COLLEGE (SLCC)

This resource guide is for all hiring supervisors and search committees involved in filling FT Faculty vacancies at the College. The hiring process outlined in this document applies to all full time faculty and refers to specific forms and authorizations that must be received in order to advertise, interview, and hire for these positions.

SLCC affirms its continued commitment to a policy of Equal Employment Opportunity and Affirmative Action in all of its hiring practices. Experience has shown that the development and implementation of an Equal Employment Opportunity/Affirmative Action (EEO/AA) hiring process contributes to an expansive search that increases the quality of candidates for vacancies, and hence, the excellence of the College's faculty and staff. The College recognizes that it must develop and implement specific hiring practices and procedures to assure equal employment opportunity and establish an effective affirmative action program. The College's overall affirmative action commitments, programs, and policies are contained in a separate document titled "Affirmative Action Program." This document is housed in the Equal Employment Opportunity Office. SLCC provides individuals with disabilities reasonable accommodations to participate in College activities, programs and services. Individuals with disabilities requiring an accommodation to participate in the hiring process should make request to the search committee, hiring supervisor, or Human Resources Office. SLCC is an EEO/AA employer and is strongly and actively committed to increasing diversity and providing equal opportunity within its community. SLCC does not discriminate against persons based on age, color, disability, gender, marital status, national origin, race, religion, sexual orientation, or veteran status.

Questions regarding the College's staff hiring process, recruitment programs, or required forms and authorization for the filling of staff vacancies, should be directed to the Human Resources Office, 957-4210.

EMPLOYMENT LAWS AND AFFIRMATIVE ACTION

Age Discrimination in Employment Act of 1967 (ADEA)

The ADEA prohibits discrimination on the basis of age for people 40 years of age or older. Unless age relates to successful performance of the job, it is unlawful to ask the applicant to provide information about age. An applicant can be asked whether they are over the age of 18 for the purpose of determining whether he or she is old enough to be lawfully hired.

The Americans with Disabilities Act of 1990 (ADA)

The ADA prohibits discrimination in employment against “qualified individuals with disabilities.” The ADA also prohibits employment discrimination against qualified individuals who are perceived to have a disability, or because of an association with an individual who has a disability. Employers are required to provide reasonable accommodations to qualified applicants or employees with disabilities unless the accommodation causes an undue hardship.

Equal Employment Opportunity

A policy statement that equal consideration for a job is applicable to all individuals and that the employer does not discriminate based on race, color, religion, age, marital status, national origin, disability or sex.

Executive Order 11246

Executive Order 11246 requires that all federal contractors take affirmative action to recruit, hire, and promote minorities and women. The order also prohibits institutions from discriminating in employment on the basis of race, gender, religion, color, or national origin. While the College is not a federal contractor, the College follows many of the programs designed to promote minorities and women.

The Immigration Reform and Control Act of 1986 (IRCA)

The IRCA as amended by the Immigration Act of 1990, prohibits discrimination in employment on the basis of national origin and citizenship status. Under IRCA’s record-keeping requirements, all employers must examine documentation from all new employees to verify their citizenship status or right to work in the United States. Employers must use an I-9 form to verify an employee’s identity and employment authorization. New employees must complete the I-9 within three business days of commencing work.

Title VII of the Civil Rights Act of 1964

Title VII as amended and expanded by the Equal Employment Opportunity Act of 1972 and the Civil Rights Act of 1991, prohibits employers, unions and employment agencies from discriminating in employment on the basis of race, color, religion, national origin and gender. Title VII also prohibits discrimination because of pregnancy, childbirth or related conditions. Employers are prohibited from discriminating in hiring, firing, compensation or any terms, conditions or privileges of employment; nor can they limit, segregate or classify employees or applicants by race, color, religion, gender, pregnancy or national origin in any way that would adversely affect their employment status. Apprenticeship and training programs are also covered by this Act.

Rehabilitation Act of 1973

The Rehabilitation Act requires institutions that receive federal funds to take affirmative action to employ and advance in employment qualified individuals with disabilities.

Utah Veterans' Preference Act (1993)

The Act requires that each state entity give preference to each eligible veteran applicant that meets our minimum qualifications. Each eligible veteran will receive an additional 5% of the total possible points and disabled veterans will receive an additional 10% of the total possible points. To be eligible, a person claiming veterans' preference will be required to submit a DD-214 form. This form may be obtained from the veterans' branch of the Military Agency for which they rendered service.

Utilization Analysis under Executive Order 11246

The utilization analysis is a key document required of the College and monitored by the Office of Federal Contract Compliance Programs. It identifies comparative data for minorities and/or women between the SLCC workforce and published statistics. If the workforce data equals, or is greater than the availability data, the job category is utilized. If the availability data exceeds the workforce data, then goals will be produced and monitored. For more information see the College's Affirmative Action Program publication.

PHILOSOPHY OF AFFIRMATIVE ACTION IN COLLEGE HIRING

As an Affirmative Action institution, SLCC is committed to Affirmative Action in recruiting, hiring, and retaining minorities and women. In practice, the College will monitor a hiring department's search activities to assure that a "good faith effort" is made to identify, recruit, and hire minorities and women.

The most frequently asked question regarding affirmative action is how a particular candidate's ability to satisfy a goal should weigh in the overall evaluation of the "best" candidate for the vacancy. The College's position is that all candidates who meet the pre-established minimum qualifications for a job vacancy are qualified. Beyond this, a candidate's qualifications are meaningful only in relation to the specific needs of the department and overall goals of the College. The criteria for selection should include the ability of a candidate to contribute to the College, in this context, the "best" candidate cannot be defined independently, but through the department's need, work of the search committee, and selection by the hiring supervisor.

Good Faith Effort

The term, "good faith effort" when used in relation to compliance with the goals and objectives of an affirmative action program, refers to the efforts exerted by the department to meet a hiring goal. Good faith effort is used to describe an honest effort and purpose to carry out the necessary actions to meet the College's obligation to fill an affirmative action hiring goal. If a hiring department or committee is filling a vacancy with a hiring goal and there is an availability of qualified women or minorities, then their efforts to identify and recruit qualified candidates for the vacancy should be demonstrated by the recruitment activities and the composition of their applicant pool. If a hiring department makes a "good

faith effort” to recruit qualified women and minorities but fails to meet an identified affirmative action goal, then the search may be considered to be in compliance with the College’s hiring practices.

Hiring Goals

A hiring goal is an objective to promote inclusion in the workforce of individuals previously excluded or under-represented. The College is committed to achieving hiring goals through specific actions to meet the stated compliance. When a hiring goal exists, strategies must be developed and implemented to recruit and hire a qualified woman or minority. One of the most frequently asked questions is what distinguishes a hiring goal from a hiring quota. Hiring goals are established for the hiring year to allow planning and flexibility in meeting goals. *Quotas are only imposed by the court where noncompliance is evident and to address a pattern of discriminatory hiring as a result of an agency review. SLCC Affirmative Action Plan is located at HR/employment webpage: <http://www.slcc.edu/hr/employment.asp>*

HUMAN RESOURCE CONTACT INFORMATION

This manual is a resource for hiring faculty. It is designed to guide you through the process and steps from beginning to end. It is also designed to assure compliance with applicable laws, regulations, and SLCC goals and policies.

The selection and employment process must be consistent for each applicant and provide the opportunity for the applicants to define why they are the best applicants for the position. We want to ensure a quality process for the hiring of well-qualified faculty and staff who are committed to our students.

Human Resources is available to assist you in the employment process. We are committed to providing you the tools and services that you need to be effective. If we can assist you in any way, please contact Human Resources at extension 4210.

Specialist	Area/Responsibilities	Phone	E-mail
Marni Fisher	Assistant Director	4812	Marni.Fisher@slcc.edu
James Broadbent	Manager, Faculty Services	4672	James.Broadbent@slcc.edu
Helen Saeed	Employment and Compensation Specialist	4427	Helen.Saeed @slcc.edu
Dixie Green	Employment and Compensation Specialist	4805	Dixie.Green@slcc.edu
Patti Williams	Benefits Manager	4595	Patti.Williams@slcc.edu
Shelley Currey	Benefits Specialist	4722	Shelley Currey@slcc.edu

OVERVIEW

The Faculty hiring process is outlined in the Salt Lake Community College Hiring Policy and is located on the Policies and Procedures web page: <http://www.slcc.edu/policies/>. There are six (6) parts to the Faculty hiring process and they are:

1. Online Job Requisition
2. The Search Committee
3. Posting and Advertisement requirements
4. Screening Procedures
5. Interviewing and Selection
6. Job Offer/Orientation

I – ONLINE JOB REQUISITION

Policy and Procedure:

New positions are approved and funded through such processes including but not limited to the Utah State Legislature, growth dollars and realignment due to enrollment numbers. Positions approved by the legislature or other funding methods will be posted as soon as funding is secured. The division/department chair consults with department faculty in writing the position announcement. The hiring supervisor initiates the online requisition process, including the names of the search committee through the HR Portal of the College jobsite.

When establishing new user accounts in People Admin, it is policy for committee members to use their S# as their username.
Example: S123456.

1. New and replacement positions are reviewed by the President's Executive Cabinet and online requisitions are approved by the Vice President. The VP then submits the requisition to Budget and Human Resources. HR notifies the co-chairs the online requisition process has been approved. The co-chairs (Faculty Co-Chair and the HM) convene the search committee, in person or electronically, to review the position announcement *within one working day*. The co-chairs then notify the HR office that the job description is acceptable to be posted

Online Requisition Forms

It is the responsibility of the hiring department to submit an online requisition and acquire all necessary approvals. Hiring Managers can access the online requisition by:

1. Going directly to <https://jobs.slcc.edu/hr>
OR
2. Using the "Hiring Manager/Committee Member login for requisition/application review link located on HR/Employment web page (<http://www.slcc.edu/hr/employment.asp>).
- 3.

The online requisition Form is where the Chair:

1. List of Search Committee members: (See Search Committee section)
2. Enters Budget Information: Questions call Arlene Assay (ext. 4227)

3. Create the Job Description: Review the requirements with the faculty committee members before posting.
 - a. The position announcement is a part of the online requisition. It outlines position responsibilities, both required and preferred education, work experience, skills and abilities. This information should align with accreditation requirements.
4. State the Minimum Requirements and preferred requirements

II – SEARCH COMMITTEE

Policy Procedure:

- 1) The hiring supervisor and/or chair reviews the Salt Lake Community College Hiring Handbook provided by Human Resources before conducting a search for a new employee.
- 2) The division/department chair in collaboration with the department faculty members, selects a faculty member to co-chair the committee.
- 3) An affirmative action representative (AA rep) is requested from Human Resources. Human Resources assigns an affirmative action representative member as co-chair. This individual trains the committee on procedures and hiring goals as outlined in the Affirmative Action Plan, serves as a resource to the committee and has the responsibility and authority to stop the process if policy and procedures are not followed. *The AA rep is a voting member of the committee.*
- 4) Additional committee members include the division/department chair of the hiring department, two additional faculty members, and additional members providing diversity in perspective, experience, and areas of the College, i.e., Student Services, Business Services, PACs, students, administrators, etc. This committee will be no larger than seven members.

Committee Organization

Search Committees are organized as follows:

- a. Division or Department Chair is the Hiring Supervisor
- b. Hiring Supervisor collaborates with the department's faculty members on the selection of the co-chair
- c. AA Representative as assigned by HR and sits as the co-chair of the committee. AA Rep cannot serve in dual committee roles, i.e. AA rep serve as one of the required Faculty.
- d. 2 faculty members within the department
- e. Additional Person that provides a different perspective (see policy)
- f. Optional one more additional committee member

The selection process starts with the Hiring Supervisor forming a search committee that may include up to 7 committee members. The search committee has four (4) main functions:

1. Screening the applicants
2. Conducting oral interviews
3. Observing teaching demonstrations
4. Compile final selection recommendations to the hiring supervisor

The Chairperson is responsible for scheduling and conducting meetings of the Committee. The screening of each applicant by the Search Committee consists of two parts:

1. An evaluation of the written application materials submitted by each applicant as they pertain to the criteria established by the printed job announcement,
2. An oral interview of those selected applicants to evaluate those qualities which cannot be measured by the written documentation.

The Chair is responsible to see that all materials submitted by the applicants are safeguarded against loss and/or improper disclosure. Materials should not be taken off campus except in exceptional conditions previously approved by Human Resources.

The AA Representative

As part of the search committee, an Affirmative Action (AA) Representative will be assigned by the HR Department to every search committee. The AA Representative will review the College's commitment to affirmative action and the hiring goals of the College in respect to the position that is being filled. The representative serves as an advisor to the committee and sits as co-chair. Their function is to oversee and participate in the selection process with voting rights, ensure appropriate procedures and guidelines are followed, and to promote the College's hiring goals. The AA Representative and all committee members must be present in all committee meetings, interviews, etc. Where a concern is raised, the AA representative is granted the authority to suspend future committee activities until a resolution is determined with the appropriate administrator.

Search committee members must attend all meetings. The Committee schedules meeting times in advance to avoid scheduling conflicts and ensures that the screening process is done in a timely manner.

***TIP:** Check calendar and dates of position closing and committee work with tentative committee members before final selection of individuals.*

III – POSTING AND ADVERTISING REQUIREMENTS

Policy Procedure:

Policy and Procedure:

- 1) Advertising is required for full-time faculty positions. Human Resources will contact the hiring supervisor when the requisition is received to coordinate advertising. The Human Resource Office will assist the supervisor in selecting various newspapers and other publications in which to place the ads. NO Advertisements or publications are distributed without HR Approval. All advertising arrangements are managed through SLCC HR Department.

- 2) Submit a departmental index and account to Human Resources for billing purposes.
- 3) Human Resources will assist in writing the ad, at the request of the department, and with supervisor's approval. All ads require a final approval from Human Resources before posting the advertisement.
- 4) Members of the Search Committee are encouraged to contact colleagues and others that may be interested in the position. The committee may also send approved position announcements to other possible interested individuals or organizations.

Position	Minimum Number of Posting Days	Minimum Advertising	Minimum Approving Authority
Full Time Faculty	30 Working Days	Local Newspaper One Minority Publication One National Publication	Vice President
Temporary Faculty	Determined by Vice President	Determined by Vice President	Vice President

Advertisement Options

1. National Publication: HR will post the position on HigherEdjobs.com with no cost to the department/division.
2. Diversity: Must advertise to groups of diversity. Please consult HR for viable options.
3. Paper: Local papers are the Deseret News and The Salt Lake Tribune. Please consult with HR regarding other options.
4. SLCC Jobsite: jobs.slcc.edu

Posting Requirements

Responsibility for recruiting is shared by the hiring department, the Search Committee, and Human Resources. All full time faculty positions require a minimum posting of 30 working days.

“Open until Filled” – These positions require the 30 working day posting requirement before screening applicants is allowed. The date that meets the minimum 30 working day will be indicated as “Priority review date”. All applicants after this date are to be reviewed until the position is filled.

IV – SCREENING PROCEDURES

Policy Procedure:

- 1) The search committee meets to develop the evaluation and ranking form based on the position announcement requirements. The committee also

determines questions and develops a form for the first and second interviews based on the position announcement. This committee discusses other evaluation activities as appropriate for the position, e.g., teaching demonstration and other assessment tools. The Human Resource department approves the forms and evaluation activities prior to evaluation and interviews.

- 2) Committee co-chairs (AA rep and Faculty Co-Chair) independently screen all applicants for minimum qualifications within five working days of the position's closing date.
- 3) The committee independently scores applications meeting minimum qualifications. After independently screening, the committee comes together and compiles everyone's results. At that time the committee can discuss variability in individual screening results. Screening will be completed within 14 working days following individual screening. Applicants to be interviewed are based on ranking. The committee interviews the top ranking applicants. Veteran's preference points must be given for qualified veterans

Guidelines and Procedures for Search Committees

1. The AA Representative briefs the committee members on procedures and affirmative action/equal opportunity matters.
2. The committee meets prior to the closing of the posted position and schedules their meetings. The committee develops criteria (questions) to screen applications and oral interview criteria (questions) according to the job posting.
3. "Real situation" scenarios should be included as a part of the oral interview process.
4. The committee selects the applicants to interview by ranking. Where an applicant pool has less than three qualified applicants, the committee/hiring supervisor may proceed with the interviews or re-post the position.
5. If an applicant requests an accommodation, please contact the Employment Specialist. If necessary, the specialist will work with the ADA Coordinator to evaluate and make the accommodation. Do not deny an accommodation request without first reviewing the request with Human Resources.
6. If an applicant is in need of an interpreter, it is the responsibility of the Hiring Supervisor/Committee Chair to ensure an interpreter is present for the interview.
7. Supervisors are encouraged to hire women and/or minority applicant(s) from among the group of qualified applicants as appropriate. The hiring supervisor shall keep in mind the College's

goal to correct underutilization of minorities and/or women in the College workforce. The purpose is to help departments and the College meet their affirmative action goals.

8. For faculty positions, the hiring supervisor arranges the teaching demonstrations for the selected candidates.

The Review of Applicants

The Committee develops screening criteria based on the essential functions and requirements of the position to screen the applicants in the pool. The Committee can pre-screen applicants for minimum qualifications if desired before doing the complete screening. The AA Representative will review all applicants disqualified on minimum qualifications. The Committee members determine the rating factors and the form. Each Committee member reviews and independently rates all applicants.

Application Material

Each applicant is rated on the information available in the application materials submitted. The presence or lack of required application documentation must not be used as a point factor in rating the applicant.

Experience

Required experience is normally considered to be full-time equivalent and paid. Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received, reason for leaving each position. Check educational background for qualifications necessary to successful job performance. Each committee decides what is considered “relevant” or “related” education/experience for the position.

***NOTE:** If trade-off is permitted, it will be indicated on the position announcement*

Veteran’s Preference

According to Utah State law, the College gives preference to veterans and disabled veterans. An applicant who verifies veteran status is given an additional 5% of the total points possible to their score before the points are totaled and averaged. A verified disabled veteran is given 10% of the total points possible. (See page 5.) Human Resources will provide a list of qualified veterans to the chair of the committee. Contact Human Resources if any questions regarding veteran’s preference eligibility.

Salt Lake Community College complies with the State of Utah Veteran's Preference Act. The Act requires that we give preference to each eligible veteran applicant that meets our minimum qualifications. The College accomplishes this by:

1. Notifying the chair of each committee of the applicants that are eligible. (Human Resources will provide the names of the individuals that are eligible.)

- List of search committee members
- Copy of position announcement
- Methods of recruitment described with assessment of effectiveness
- Application information (electronic and other, as permitted/required by law)
- Paper Screening forms and rankings
- Interview screening forms and ranking
- Teaching demonstration and other evaluation forms

The Interview Process

The following are reasons for employment interviews:

- a. To help determine if the applicant is a person who will be productive in the work setting
- b. To discuss terms of employment
- c. To search for negative information\
- d. To explain the working conditions and benefits
- e. To retain the good will of rejected candidates

The major purpose of an employment interview is to obtain information about the applicant. This information should be of the type that would enable the interviewer to make an intelligent judgment regarding the suitability of the applicant for the job at hand. Proper questioning has an important part to play in determining the degree to which pertinent information is obtained.

Before the Interview

The AA Representative:

1. Welcomes each applicant individually before they enter the interview room.
2. Explains the committee process, i.e., how many questions will be asked, the length of the interview, etc.
3. Explains that the role of the AA Rep is to help the committee ensure consistency and fairness throughout the interview process.

The Chairperson:

1. Introduces the applicant to each committee member.
2. Gives a brief explanation of the purpose of the committee and seeks to establish a climate where a good rapport exists between the interviewers and the applicant.
3. States that the applicant is evaluated on the basis of responses to the formal/informal questions that will be asked of each applicant.

It is important to establish a good rapport with the applicant. Try to first put the applicant at ease with introductory and welcoming remarks. Conduct the interviews in a comfortable, private area, and without interruption.

It is necessary to review the application before the interview, to help properly plan the interview, and to help gain adequate background

information about the candidate. An interviewer should never go into an interviewing situation without analyzing the application.

Oral Interviews

The Committee will select the top ranking applicants to interview.

The Search Committee collectively develops the interview questions based on the job announcement. Each applicant is asked the same questions.

Committee members should be noncommittal to the applicant during and after the interview. After each interview, committee members should rate the applicant.

Additional Information

1. No attempt can be made to discover the following: political, religious or marital status, age, labor or fraternal affiliations or sympathies of the applicant. These are not conditions for employment with the College.
 - a. If the applicant volunteers this information, they should be told by the chairperson and/or the AA Representative that such information is not a part of the interview. Care should be taken not to embarrass the applicant.
2. The purpose of the interview is not to put the applicant "on the spot," but to furnish them an opportunity to reveal those unique qualities, knowledge and abilities; which would assist them in performing the position. Every effort should be made not to intimidate the applicant.
3. The interview is not for the purpose of testing for specific job knowledge, but rather is intended to evaluate only the items listed on the rating form prepared by the search committee.
4. Evaluating the responses that applicants make during the oral interview is a subjective process. This does not mean that the interview lacks validity. It means that committee members must be skillful, observant and aware of their own bias.
5. Good interviewing techniques can help improve the quality of new employees and avoid hiring an employee that will bring problems to the workplace. Supervisors who conscientiously apply some of the techniques in this pamphlet can benefit not only by a better quality of employee but by a lower employee turnover rate and greater efficiency and productivity of the work unit.
6. **REMEMBER: All names, information, rankings, etc. are confidential!!!
Do not discuss with anyone outside of the committee**

Do's and Don'ts

There are many laws governing employment and for maintaining equal opportunities for all applicants. Therefore, there are some Do's and *Don'ts* in the interview processes

that are expected to be followed so that SLCC is in compliance with these laws. It is important to note that casual conversation outside the interview should be conducted in a careful manner during search process, too.

The following topics should be avoided while interviewing:

- **Age** - is irrelevant unless you are concerned about child labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.
- **Association with present employees** - this information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.
- **Bankruptcy and credit affairs** - never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.
- **Citizenship** - unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.
- **Disability** - the Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability - it is crucial to focus on the job, not on the disability.
- **Driver's license** - avoid asking about it unless the job requires one since it could statistically screen out females, minorities and/or individuals with disabilities.
- **English language skills** - only ask if it is a requirement of the job (i.e. an English teacher) - otherwise it could be construed as national origin discrimination.
- **Height and weight** - can be discriminatory against females, Hispanics, and/or Asians - it is important to focus on what the job requires, not the person's physical characteristics.
- **Marital status/name changes/spouse/children** - any questions relating to these issues may be construed as discriminatory, especially against women - none are job-related.
- **Organization or club membership** - this might reveal protected class information and it is irrelevant (i.e. Knights of Columbus, NAACP or Diabetes Association)
- **Race, color, religion, sex, or national origin** - EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have

grounds for a discrimination suit if any of these questions were part of the application process.

- **Union affiliation** - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation.
- **Veteran status/military records** - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment but that other factors will be taken into consideration.
- **Weekend work/shift changes** - unless required for the job, the applicant should not have to state whether or not they can work on the weekends - this could screen out applicants who cannot work on some weekend days because of their religious beliefs.

When Interviewing Persons with Disabilities

Do's

- Do ensure that the interview facility is accessible to people with disabilities.
- Do inform the applicant of any special parking available.
- Do allow the applicant at least a full day to prepare for your interview.
- Do identify the essential functions of the job.
- Do make eye contact with the person.
- Do talk directly to the person with the disability--not to an interpreter.
- Do, after the initial greeting, sit down so that a person who uses a wheelchair can easily make eye contact.
- Do ask about the person's ability to perform the job.

Don't

- Don't assume the person is able to shake your hand in greeting.
- Don't lean on an applicant's wheelchair.
- Don't shout or raise your voice to a person who is hearing impaired.
- Don't touch or talk to a seeing-eyed dog.
- Don't ask about a person's disability history.
- Don't ask about prior workers' compensation claims.
- Don't ask how the person became disabled.
- Don't ask how a person is going to get to work.

Suggestions for conducting effective interview sessions:

- ✓ Take adequate time. An interview will usually require a minimum of 20 to 30 minutes.

- ✓ Use a relaxed, conversational manner. Use the application as a guide, phrase questions conversationally, but ask for specific information. Never accept loose generalizations.
- ✓ Permit the applicant to talk. Too often the interviewer seems too concerned with the questions they have in mind and do not give the applicant enough opportunity to talk or ask questions. Allow the Interviewee to take time to gather their thoughts and expressions. Be cordial and polite to the candidate and be sure to create a positive environment for the interview session.
- ✓ Avoid leading questions. Use open-ended questions utilizing who, what, when, where and why. These questions elicit “long” answers.
- ✓ Avoid moral judgments. Personal feelings of the interviewer must be kept concealed.
- ✓ Record answers and exact dates. Makes notes for future reference.
- ✓ Communicate to the candidate. Discuss the time frame for your decision with the candidate and explain if and when the next application process begins.

Teaching Demonstrations

The selected faculty applicants selected to interview will do a teaching demonstration.

1. The demonstration may include classroom teaching, laboratory teaching, or other teaching appropriate to the particular discipline and/or educational delivery system. All candidates are to be given the same material to teach.
2. The Chair of the Search Committee will be responsible for communicating to the candidates the expectations and conditions of the teaching demonstration.

Guidelines for Observers:

- a. All Observers come a few minutes early. Do not be tardy.
- b. Remain for entire demonstration. Do not walk in and out.
- c. All Observers of the demonstration will use a standard evaluation form. Only evaluation forms from those individuals who observe and evaluate the teaching demonstration of all the final applicants for a position will be used in the final consideration of the applicants.
- d. The unstructured part of the interview explores the applicant’s background. All members of the committee are free to question the applicant concerning training, past employment history, etc. However, all questions must be directly related to the duties and responsibilities listed on the position announcement. If any search committee member personally knows an applicant, caution should be used when asking any unstructured or follow-up questions not to give the candidate any advantage over other candidates.
- e. The interview is not for the purpose of testing for specific job knowledge, but rather is intended to evaluate only the items listed on the rating form prepared by the search committee.

After the 2nd Interview

After the 2nd interview, the committee decides which candidate rises to the “Best Candidate” is qualified and appropriate for the job opening. Once the committee makes their final selection, the names are given to the Chair (Hiring Manager). The HM then consults with the Dean on who to make the job offer. The following areas should be considered by the committee when making the final selection:

1. Interview Evaluation Criteria. Criteria for evaluating a candidate will depend on the job opening. However, the following are general areas of interest with which to gauge a candidate’s potential, as they relate to the job opening.
 - Work success in the last five years
 - Personality
 - Stability
 - Attitude
 - Education
 - Skills
 - Motivation
2. Best Criteria of Success. Research has shown that one of the best indicators of the future success of employee is their job history that has been demonstrated over the past five years.

VI – THE JOB OFFER & ORIENTATION

Before the job offer is made, the following must be completed:

Division/department chair completes the Faculty Placement Form and submits it along with official SLCC employment application, official transcripts, resume or CV, and letters of reference to the Human Resources Office. These documents become part of the employee’s permanent personnel file. Human Resources verifies and authorizes salary on the Faculty Placement Form prior to any offer being made. Signatures are obtained by the division/department chair on the Faculty Placement Form after verification of salary by Human Resources.

Human Resources will not accept the hiring paperwork without official transcripts, reference checks and completed criminal background checks.

Policy and Procedure:

1. The division/department chair, in consultation with the dean or associate vice president, makes the offer of appointment to the successful candidate. The dean or associate vice president and/or faculty co-chair are invited to attend when possible. If the first candidate refuses the position, background checks must be followed before a job offer can be made to the next candidate. If all applicants refuse the position, the committee reconvenes with the dean or associate vice president to continue interviewing by rank or to re-open the position. The division/department chair may offer a one-year temporary position or choose to fill with adjunct instructors as the search continues.

2. The division/department chair officially notifies Human Resources of the accepted offer and newly hired faculty member. The first or sixteenth day of the month is the official hire date for faculty with the new faculty member reporting for work on the first contract day of the semester.

Reference and Background Checks

The HR Department will conduct criminal background checks and the hiring supervisor will conduct reference checks on the selected finalist. A sample of questions to ask and a reference check form is provided for use on the next page. The hiring supervisor may adapt the questions to fit the position or create a new one. The refusal of an applicant to permit such checks may be considered as a factor in the hiring decision. All reference documentation must be turned into HR with the New Faculty Salary Placement Form and other supporting documentation.

Background checks are conducted through the SLCC Human Resources Office. The Form can be found on the HR/Forms web page. The candidate must sign the form and it can be faxed or hand delivered to HR.

EMPLOYMENT REFERENCE CHECK

Name _____ Applicant for _____

Person Contacted _____ Phone # _____

Company _____ Date _____

How long was (applicant) employed by your company?	
What position did he/she hold with you?	
What was your contact with him/her?	
What was the quality of his/her work?	
Did he/she require much supervision once he/she had learned procedure?	
How would you evaluate his/her willingness and capacity for work?	
How well did he/she get along with other people?	
How was his/her attendance?	
What were his/her reasons for leaving?	
Would you re-employ? If not, why not?	
Additional comments	

New Employee Orientation

1. The division/department chair officially notifies Human Resources of the accepted offer and newly hired faculty member. The first or sixteenth day of the month is the official hire date for faculty with the new faculty member reporting for work on the first contract day of the semester.
2. The hiring supervisor notifies the new employee of his/her responsibility to log onto the Human Resources web page and participate in the New Employee On-line Orientation. *New employees will attend all required training sessions.* The following paperwork must be submitted by the hiring department to the Human Resources Office for new faculty employees ***within three business days of the hire date:***
 - Payroll Action Form
 - New Faculty Placement form
 - Signed application
 - Conditions of Employment form
 - New Employee Orientation Checklist
 - Official transcripts
 - I-9 (Federal law)
 - W-4
3. Official transcripts are scanned into personnel files by HR and a copy kept in the hiring department.
4. Unsuccessful applicants are notified by the division/department chair they are no longer in the process. This can be done through PeopleAdmin.
5. The dean or associate vice president makes an appointment with the Vice President and introduces the newly hired faculty member.
6. The Benefits Specialist will assist the new employee in selecting and enrolling into College insurance and retirement programs. Benefits will become effective on the first or sixteenth of the month regardless of the hire date.
7. The supervisor should meet with the new employee within the first week of employment to discuss their responsibilities and duties of the position.

FULL-TIME TEMPORARY FACULTY

Policy and Procedure:

As the need arises, and funding is available, a temporary position may be offered by the division/department chair in consultation with the department faculty and approval of the dean or associate vice president to a qualified adjunct instructor or applicant in the pool of a previous full-time search.

(Please refer to pgs. 7-8 for Job Requisition and Advertisement).

Interviewing and Selection (Please refer to pgs. 15-19):

- 1) Reference checks must be completed on the finalist for all positions by the hiring supervisor. Questions will be directly related to legitimate hiring criteria. The refusal of an applicant to permit such checks may be considered as a factor in the hiring decision.
- 2) Criminal background checks are conducted through the SLCC Human Resources Office.
- 3) Division/department chair completes the Faculty Placement Form and submits it along with official SLCC employment application, official transcripts, resume or CV, and letters of reference to the Human Resources Office. These documents become part of the employee's permanent personnel file. Human Resources verifies and authorizes salary on the Faculty Placement Form prior to any offer being made. Signatures are obtained by the division/department chair on the Faculty Placement Form after verification of salary by Human Resources. Human Resources will not accept the hiring paperwork without official transcripts, reference checks and completed background checks.

Making the Job Offer & Orientation (Please refer to pgs 20-21):

- 1) The division/department chair in consultation with the dean or associate vice president makes the offer of appointment to the successful candidate. The dean or associate vice president and/or faculty co-chair are invited to attend when possible. If the first candidate refuses the position, background checks must be followed before a job offer can be made to an additional candidate. If all applicants refuse the position, the committee reconvenes with the dean or associate vice president to continue interviewing by rank or to re-open the position. The division/department chair may offer a one-year temporary position or choose to fill with adjunct instructors as the search continues.
- 2) The division/department chair officially notifies Human Resources of the accepted offer and newly hired faculty member. The first or sixteenth day of the month is the official hire date for faculty with the new faculty member reporting for work on the first contract day of the semester.
- 3) The hiring supervisor notifies the new employee of their responsibility to log onto the Human Resources web page and participate in the on-line orientation. New employees will attend all required training sessions. The following paperwork must be submitted by the hiring department to the Human Resources Office for new faculty employees within three days of the hire date:
 - Payroll Action Form
 - New Faculty Placement form
 - Signed application
 - Conditions of Employment form
 - New Employee Orientation Checklist
 - Official transcripts
 - I-9 (Federal law)
 - W-4

- 4) Official transcripts are scanned into personnel files by HR and a copy kept in the hiring department.
- 5) Unsuccessful applicants are notified by the division/department chair they are no longer in the process.
- 6) The dean or associate vice president makes an appointment with the vice president and introduces the newly hired faculty member.

*Paperwork must be submitted by the hiring department to the Human Resources Office for full-time temporary faculty employees **within three working days of the hire date.***

DEFINITIONS

- A. **Hiring Department.** Any unit authorized to hire personnel.
- B. **Hiring Supervisor.** The person accountable for the supervision of the employee. The line supervisor for administrators and staff or the division/department chair for faculty.
- C. **Affirmative Action Representative.** A person assigned by Human Resources to participate as a chair or co-chair for the hiring committee. The Affirmative Action Representative will participate in duties as assigned and assure appropriate procedures and guidelines are followed. The Affirmative Action Representative or Human Resources Office has the authority to stop the process if policy and procedure are not followed (see Hiring Handbook).
- D. **Search Committee.** A group of members of the College community who help search, screen, interview, and recommend applicants for hire.
- E. **Full-Time Faculty:** Those appointed to full-time teaching for a nine- or twelve-month appointment or others designated as faculty appointed to fill temporary special assignments. Faculty in such special assignments come from teaching and will return to teaching. Some faculty are tenured, some are in a departmental tenure-track position, and others are in a non tenure-track position.
- C. **Full-Time Temporary Faculty.** A faculty member hired on a temporary basis generally not to exceed one year.
- D. **Part-Time (Adjunct) Faculty.** Part-time (adjunct), temporary faculty hired on a term to term basis with no expectation or obligation for employment beyond their current assignment.
- E. **Full-Time Staff:** An individual who is employed at least 75% of full time equivalent (FTE); i.e., six hours or more per day, or 30 or more per week, or 1,566 hours per year for non teaching personnel and 75% or more of a regular academic load for faculty.

- I. Part-Time Staff: An individual who is employed less than 75% of full time equivalent (FTE) for non-instructional personnel and less than 75% of a regular academic load for faculty.

- J. Background Check: The inquiry into an individual's background, in reviewing applicants demonstrated qualifications, honesty, work ethic, skills, and abilities for the position. SLCC may obtain and use criminal and non-criminal information from but not limited to federal, state, and local government; educational institutions; other employers; professional organizations; consumer credit agencies; computer databases; personal references; etc., as determined by the College.

Checklist for Faculty Search Committee Co-Chair & AA Rep

Requisition # _____

Close Date _____

MINIMUM ADVERTISEMENT

All advertisements must be approved and placed by the HR Department. Each search must advertise in one national publication, one diversity publication, and two newspapers. The Faculty Co-Chair & the Hiring Manager are responsible for identifying desired advertising.

A. NATIONAL PUBLICATION

- HigherEdjobs.com
(HR posts, free to department, requirement is met)
- Chronicle of Higher Education
(optional, weekly publication, due 2 weeks in advance)
- Other Professional Journals (optional)

B. DIVERSITY PUBLICATION

- Diversity in Higher Ed
(Published 2 times/month, due 3 weeks in advance)
- AA Register
(Due date is the 8th for publication on the 15th)
- Other (must be approved by HR) _____

C. TWO NEWSPAPERS

There is no specification on newspapers. Generally, the local papers are used due to cost. The average cost/ad is \$400-600 for both local papers (SLT & DN). Provo is \$500-700 for one ad and Ogden is \$300-500 for one ad.

- Salt Lake Tribune & Deseret News
- Other (must be approved by HR) _____

SCREENING PROCEDURES

A. MINIMUM SCREENING (Must be done 5 business days of closing date)

Minimum requirements are taken from the Job Description. This step is done by Faculty Co-Chair & AA Representative.

- Form approved by HR
- Together screen applicants for minimum requirements

B. COMMITTEE SCREENING (Must be done 14 business days of closing date)

- Co-chairs submit applicants to committee for screening
- Members individually review and rank applicants
- Committee meets to discuss their rankings
- Top candidates are selected for first interview (no minimum number)

C. FIRST INTERVIEW

- Questions approved by HR before scheduling interviews
(submitted by the Faculty Co-chair or the AA Representative)
- Interviews are scheduled
- AA Rep requires all candidates to sign applications
- Committee interviews applicants & individually ranks responses
(use same questions for each candidate)
- Committee selects applicants to proceed to the next level

SECOND INTERVIEW & TEACHING DEMONSTRATION

The second interview & teaching demonstration can be done in any order to meet the needs of the committee, applicants, and/or dean. However, both requirements MUST be completed. For example, a teaching demonstration can be done first, then the second interview with the dean, or visa versa.

A. TEACHING DEMONSTRATION

Teaching demonstrations CANNOT replace the second interview.

The demonstration is designed to help the committee get a better perspective of the candidates. A form should be created where observers can make comments about the teaching style, communication effectiveness, relation to students, etc. A simple ranking of "Meets Expectations" or "Doesn't Meet Expectations" can be used on the form.

_____ Form created
_____ Date(s) of Teaching Demonstration(s)

B. SECOND INTERVIEW

The Dean MUST be present with the committee for second interviews. Questions are not structured; however, the questions should still be appropriate for a job interview. The Dean conducts the interview and may ask questions for further depth and knowledge.

_____ Date(s) of Second Interview(s)

FINAL SELECTION

Following the teaching demonstration and second interview,

- _____ Committee ranks the finalists by total score
(Who is the best candidate for the position?)
- _____ Committee presents the rankings to the Hiring Manager
- _____ Co-chair must submit the following to HR within ONE business day:
 - List of search committee members
 - Paper screening forms & rankings
 - Interview screening forms & rankings
 - Teaching demonstration & other evaluation forms

PRIOR TO JOB OFFER

In consultation with the Dean, the Hiring Manager selects the finalist. The Hiring Manager conducts reference checks on finalist and written documentation is submitted to HR for the finalist's personnel file.

Criminal background checks are done by HR on the finalist. The finalist submits OFFICIAL transcripts.

The Hiring Manager submits the New Faculty Salary Placement Form to HR for approval.

All of these steps MUST be done PRIOR to presenting the job offer.

***This document is not to replace the Hiring Policy & Procedure, but rather to be used as a guideline and to help plan search committee proceedings. For further clarifications, please see: <http://www.slcc.edu/policies/docs/C2s02-02.pdf> or call James Broadbent at 957-4672. ***