

# Procedure Manual



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## THE RECRUITMENT PROCESS

**Equity Plan:** All persons possessing minimum job qualifications regardless of race, color, age, national origin, ethnicity, religion, gender, marital status, or disability or any other protected class, must be provided an equal opportunity to compete for employment. In order to implement this concept in the area of employment practices and procedures, the Executive Director for Talent and Culture will review all proposed employment decisions with the intent of ensuring equity. The College complies with *Florida Statutes*, Chapters 295.07 and 295.085(2), which set forth requirements for public employers to accord preferences in appointment, retention, and promotion to certain veterans and spouses of veterans who are Florida residents.


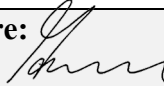
**Role of the Human Resources & Equity Division:** Job listings shall be posted on the College’s website for administrator, faculty and professional technical staff positions and in the appropriate journals and newspapers. The Human Resources and Equity Division will conduct outreach activities to assist departments in building diverse applicant pools. The Human Resources and Equity Division will provide guidelines for the search processes to hiring managers and to screening committees, if applicable. These guidelines will include information on confidentiality of the search process, appropriate methods of reference checking and screening, and information on applicable federal and state laws. The criteria grid and interview questions established by the hiring manager or screening committee are to be reviewed and approved by Human Resources prior to commencing the search process.

An applicant for a full-time administrator or professional technical position shall meet the minimum requirements which will be set by and approved by the Executive Director of Talent and Culture. The Human Resources and Equity Division will certify that all candidates for full-time positions meet the minimum qualifications outlined in the position specifications. All applications will be retained for not less than 4 years.

**Initiating the Recruitment Process:** When a full-time vacancy occurs, the hiring manager of the position is to review the job description to determine if there exists a continued need for the position. In all cases, the hiring manager is to verify the accuracy of the job description prior to initiating the posting requisition and forwarding it through administrative channels to the appropriate member of the President’s Management Team, for final approval before it is forwarded to the Human Resources and Equity Division.

If the position is to be eliminated or there are modifications to be made to the job description, the hiring manager is to consult with Human Resources.

**Advertisement:** All full-time regular positions must be advertised by appropriate recruitment methods. All faculty and administrator positions must be open for a minimum of 14 consecutive calendar days following publication of the advertisement. The Executive Director for Human Resources and Equity may authorize a position to be advertised internally. Current employees are required to follow the internal application process.

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Administrator and professional technical staff vacancies will be posted externally if an internal recruitment generates less than three qualified applicants.


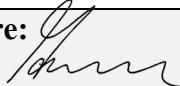
Any advertised position that has no hiring related activity after 30 days of the job announcement closing date will be cancelled by the Human Resources Division and the hiring department will need to re-initiate the entire process.

**Faculty Postings:** For faculty positions the supervisor shall discuss the wording of the job announcement and advertisement plan with the members of his/her department, with other faculty bodies, as appropriate, and with the Human Resources and Equity Division. Advertisements for vacant positions should include the last date to apply for the position, the projected starting date, and the minimum qualifications for the position. These qualifications should include, but not be limited to: (1) educational requirements, (2) required work experience and skills, (3) required teaching skills for faculty positions, and (4) special requirements, such as the ability to teach two or more subjects and familiarity with certain types of technical equipment.

**Internal Advertisement for Faculty Positions:** All full-time faculty positions will be advertised internally for a period of 1 week (five working days) in order to give current continuing contract faculty members the opportunity to apply for transfer. The faculty member desiring the transfer will submit an online application form with required documentation as indicated in the job announcement. If the faculty Screening Committee, Associate Dean, Academic Dean or Instructional Dean, and Campus President determine that the faculty member requesting transfer is the desired candidate, then the screening process should be terminated and the faculty member will be recommended for the vacant position. If however, the faculty Screening Committee, Associate Dean, Academic Dean or Instructional Dean and Campus President determine that they want to consider the faculty member seeking transfer along with other applicants, then the external advertising, screening, and interview process will take place. If current employees apply for the position, there will be one week (five days) down time between the internal application deadline and the external posting of a position. If no current employees qualify for the position, the requirement to advertise internally may be waived.

**Faculty on Administrative Leave Who Desire to Return to Faculty Status:** If a continuing contract faculty member moves to a position that does not have faculty status, the continuing contract faculty member may request administrative leave from the continuing contract position.

A continuing contract faculty member serving in an administrative appointment and on leave from a faculty position that wishes to return to a faculty position for which he/she meets the minimum qualifications may return to a faculty position at a location to be determined by the College. The request must be made prior to the end of the faculty member's administrative contract or shall be denied. The faculty position will begin in Term I. Upon returning, the faculty member shall be placed on the faculty salary schedule where years of experience shall include the years as an administrator.

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A continuing contract faculty member without continuing contract serving in an administrative appointment and on leave from a faculty position that wishes to return to a faculty position for which he/she meets the minimum qualifications may return to a faculty position at a location to be determined by the College. The request must be made prior to the end of the faculty member's administrative contract. The faculty position will begin in Term I. Upon returning, the faculty member shall continue to accrue time in the continuing contract process from the point at which the faculty member first left for the administrative position. The continuing contract faculty member will be placed at the level on the faculty salary schedule that includes the years of experience that a faculty member served as an administrator.

**Recruitment:** Diligent recruitment efforts must be conducted in order to ensure that interested and qualified persons have sufficient opportunity to apply and that a candidate pool with sufficient qualified applicants, including minorities, can be formed.

**Application Packet:** The completed application must include the official College application form, copies of unofficial transcripts, and all other documentation as required in the job posting. Prior to appointment, the successful candidate must provide official educational transcripts to Human Resources.


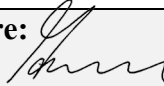
**Applicant Pool:** Human Resources will screen the applicant pool for minimum qualifications immediately following the application deadline and will notify the hiring manager and/or the Chair of the screening committee upon completion of this process.

## THE SELECTION PROCESS: FACULTY AND ADMINISTRATOR POSITIONS

In order to ensure that the recruitment and selection process for positions at the College is fair and unbiased there are standardized screening and selection procedures.

### FACULTY POSITIONS

Screening Committees shall be used in the selection process. The primary role of these committees is to review the candidate's credentials, evaluate their qualifications based on the job description, departmental or campus needs as articulated by the Campus President or designee and make recommendations. The Committee shall select the Chair of the Screening Committee and shall agree upon a timetable to complete the process. Any exceptions must be approved by the Executive Director for Talent and Culture. The committee shall agree upon a timetable to complete the process before the end of Term II.

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In accordance with the *Criteria for Accreditation* of the Commission on Colleges of the Southern Association of Colleges and Schools, the Screening Committee shall develop a procedure to obtain a writing sample from candidates for all faculty positions. Candidates will be informed of this requirement prior to the on-campus interview.

The timeline to complete the search and hiring process for faculty positions is as follows:

1. Hiring managers to create/modify job descriptions immediately following a separation notice or notice of new position being awarded;
2. Hiring manager to submit posting requisition with the approval screening committee list once job description is approved;
3. Human Resources to post job on all applicable job boards and journals;
4. Screening committee create grid/rubric and interview questions for submission to Human Resources for approval;
5. Screening committee to complete the interview process by February;
6. Associate Dean to review recommended candidates with Dean for Academic Affairs or appropriate Instructional/Workforce Dean
7. Dean for Academic Affairs or appropriate Instructional/Workforce Dean to submit final candidate for recommendation to the Vice Provost of Academic Affairs;
8. Human Resources will notify Associate Dean when an official offer can be extended.
9. Hiring process must be completed by the end of Term II.

## ADMINISTRATOR POSITIONS

The timeline to complete the search and hiring process for administrator positions is as follows:


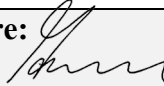
### **Seven (7) days after posting:**

- Hiring manager to submit list of screening committee members to HR/Recruitment;
- Screening committee chair to submit job-related criteria grid and interview questions to HR/Recruitment for approval;

### **Twenty-one – Twenty-seven (21st - 27th) day:**

- HR/Recruitment Unit to screen and release applicant pool to screening committee;

### **Twenty-eight – Thirty-five (28th - 35th) day:**

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- Screening committee chair to review applications and schedule phone/Skype/LYNC interviews;

### Thirty-six – Forty-two (36th – 50th) day:

- Screening committee chair to complete phone/Skype/LYNC interviews;
- Screening committee chair to schedule on campus interviews;

### Fifty-one – Sixty-five (51st – 65th) day:

- Screening committee chair to complete on campus interviews;
- Screening committee chair to make recommendations to hiring manager;
- Hiring manager to make recommendation to campus administration;

### Sixty-six – Seventy-four (66<sup>th</sup> - 74<sup>th</sup>) day:

- Hiring manager to conduct reference checks;
- Hiring manager to make salary request, if applicable;
- Human resources/Compensation to process salary request, if applicable and communicate with hiring manager on approval or denial;
- Human resources/Recruitment to initiate background check and communicate the results to the hiring manager.


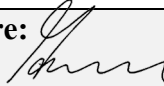
### Seventy-five (75<sup>th</sup>) day:

- Hiring manager extends employment offer to selected candidate;
- Human resources to prepare offer letter/contract and schedule new hire orientation.

The hiring manager must submit the exception within seven working days prior to the 75<sup>th</sup> day, clearly documenting the exceptional, compelling and extenuating circumstances as to why the process was not completed within the timeframe.

## COMPOSITION OF SCREENING COMMITTEES

Screening Committees shall be composed of three to five members and shall have a diverse membership, including ethnic and gender diversity. Human Resources shall monitor the composition of Screening Committees to ensure diverse membership. Campus Presidents, Vice-Presidents or their designees will appoint screening committees. The Campus President or Vice President shall confirm adherence to the Recruitment policy and procedure regarding the composition of the search committee prior to submitting to Human Resources for final approval. Membership on Screening Committees may include persons inside or outside the College, such as advisory committee members, industry consultants, and other appropriate representatives.

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An employee may not sit on the screening committee for which his/her relative is an applicant for the position. Please refer to Policy 6Hx2-3.22, *Employment of Relatives*.

Human Resources may appointment a member from the College's Equity Committee to serve on each screening committee as the Human Resource liaison.

**Faculty Positions:** Screening Committees will include full-time regular faculty from the academic discipline, or, if necessary, related disciplines, of the positions to be filled and shall have a diverse membership. Whenever possible, at least one full-time faculty member with credentials similar to those of the advertised position shall serve on the Screening Committee.

The immediate supervisor of the open position shall ask for volunteers (or if necessary assign employees) to serve on the Screening Committee. Although no faculty appointments to committees will be automatic, deference for appointments to committees will be given to faculty members within the discipline or a discipline related to the search and located at the campus with the open position.


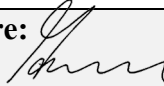
**Administrator Positions:** A Screening Committee will have diverse membership including full-time regular faculty and campus/division/district representatives. Whenever possible, consideration of professional technical staff employees for service on administrator screening committees is encouraged.

## CHARGE TO THE SCREENING COMMITTEE/HIRING MANAGER

For administrator and faculty positions, a representative of the Human Resources and Equity Division will ensure that the hiring manager or Chair of the Screening Committee is aware of its responsibilities related to equity and to recruitment and selection procedures. All charges to the hiring manager or Screening Committee by this individual shall be written. Any questions regarding the process should be referred to the Human Resources and Equity Division. The hiring manager or Chair of the Screening Committee is responsible for ensuring that the process is conducted in accordance to the applicable College policies and procedures.

## THE INTERVIEWS

The hiring manager, who has access to and may at his or her discretion review the entire qualified pool, will receive from the Screening Committee a recommendation of at least three candidates for on-campus interviews. Screening committees for faculty and administrator positions are encouraged to conduct telephone/LYNC/Skype interviews first, prior to on-campus interviews being scheduled. The hiring manager in collaboration with their supervisors may request the Screening Committee to interview additional qualified candidates not originally recommended for interview by the Screening Committee. The Chair of the Screening Committee, when used, and the hiring manager will participate in the on-campus interviews with the

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recommended candidates. The hiring manager and/or other appropriate administrative personnel may schedule separate interviews with the candidates(s).

The hiring manager or screening committee shall use the same procedures and a common core of questions for all interviews. Under no circumstances should the interviewer(s) ask about an applicant's age, race, religion, national origin, ethnicity, marital status, color, physical ability, gender, sexual orientation, or dependents. Only questions relative to job qualifications may be asked. Starting salaries for new employees shall be determined by the Human Resources and Equity Division. Salary commitments should not be made with applicants without the authorization of the Human Resources and Equity Division.


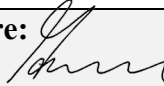
**Faculty Positions:** The interview may include a teaching simulation, and the Screening Committee shall evaluate the candidate's oral and written communication in the language in which assigned courses will be taught. The Committee will determine the guidelines/procedure for the teaching simulations.

## RECOMMENDATIONS OF THE SCREENING COMMITTEE AND REFERENCE CHECKS

**Faculty Positions:** Upon completion of the on-campus interview process, the Screening Committee, faculty members of the department, and administrators and other personnel as appropriate, will meet to discuss the qualifications of the candidates. The Screening Committee will recommend three to five candidates for an open position. In cases where multiple positions are available, the Committee may be asked to recommend additional candidates. The Screening Committee may orally rank the qualified candidates. However, when the names of the candidates are recommended in writing to the hiring manager, the names must be alphabetized and unranked. The Associate Dean will review recommended candidates with Dean for Academic Affairs or appropriate Instructional/Workforce Dean. The Dean for Academic Affairs or appropriate Instructional/Workforce Dean will submit final candidate(s) for recommendation to the Campus President. The Chair of the Screening Committee and the hiring manager will ensure that reference checks are made either by telephone or in writing prior to making an employment recommendation.

**Administrator Positions:** The Chair of the Screening Committee and the hiring manager are responsible for ensuring that reference checks are made either by telephone or in writing prior to a candidate being recommended for employment.

The Screening Committee will recommend three to five candidates for an open position. In cases where multiple positions are available, the Committee may be asked to recommend additional candidates. The Screening Committee may orally rank the qualified candidates. However, when the names of the candidates are recommended in writing to the hiring manager, the names must be alphabetized and unranked.

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**Re-advertise and Re-open Guidelines:** If the hiring manager determines that the pool of applicants is unsatisfactory, then, the Screening Committee can request that the appropriate Vice President or functional equivalent or his/her designee re-advertise or re-open the position. A re-advertised position means that application time for the position has been extended. A re-opened position means that a new search is initiated which may require a new Screening Committee.

If the hiring manager in consultation with the appropriate Vice President or functional equivalent or his/her designee deems that none of the candidates are suitable for the position, then the Vice President or his/her designee may ask hiring manager the Screening Committee to re-examine the pool. In consultation with the appropriate Vice President or Campus President, the hiring manager may also re-advertise or re-open.

**Recommendation for Employment:** The recommended candidate hiring manager will be forwarded through the established administrative channel for review. The hiring manager is to complete the Recruitment Summary and submit to his/her next level manager for approval. The Recruitment Unit will review the form and forward to the Executive Director for Talent and Culture. If the Executive Director is satisfied that the appropriate procedures were followed during the recruitment and selection process, the Executive Director will transmit the recommendation to the President and the Board of Trustees for a final decision.


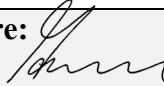
**Rejection of the Recommendation for Employment:** If, however, the Executive Director for Talent and Culture determines that the search did not comply with the College's policies and procedures, then the Executive Director will notify the appropriate member of the President's Cabinet so that a member of the President's cabinet can meet with the Screening Committee and the supervisor to determine a further course of action.

If the final candidate recommended for a faculty position or a position which has supervisory authority over academic areas is not approved by the President, then the President will respond in writing to the Screening Committee with the reasons for the decision.

**Communication with Candidates:** Candidates should receive notification of their status from the Human Resources and Equity Division as quickly as possible. If the selection process is delayed, candidates should be notified accordingly.

## THE SELECTION PROCESS: PROFESSIONAL TECHNICAL STAFF

**Professional Technical Staff Positions:** At the discretion of the hiring manager, screening committees can be used for professional technical staff positions. If a screening committee is used, they shall have ethnic and gender diversity standards discussed above. Such committees should include the appropriate departmental

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personnel as determined by the hiring manager. Human Resources shall monitor the composition of Screening Committees to ensure diverse membership. The hiring manager shall provide information regarding the search committee composition to Human Resources for approval prior to review of applications. In all instances, a minimum of three candidates shall be afforded an on campus interview.

**Internal Posting:** The hiring manager may choose to recruit internally for professional technical staff promotional positions. When recruiting internally, the posting requisition must state “Internal Recruitment Only.” This position will then be kept open for seven consecutive calendar days and advertised only on the College’s jobsite. If less than three qualified applicants are received at the end of the seven days, the position will be posted externally for at least an additional seven days. For non-represented professional technical staff positions, the internal posting period may be extended beyond the seven calendar days at the discretion of the Hiring Manager.

**External Posting:** The hiring manager may choose to recruit externally for professional technical staff and in those instances, the position should be advertised for a minimum of 14 consecutive calendar days.

In both instances (external or internal posting) the professional technical staff employee desiring the position will submit the online application form along with the other documentation as specified by the job announcement.

The process must be completed within 42 days from the posting date of the job announcement or from the date of the first review of applications. Any exceptions should be approved by the Executive Director for Talent and Culture.

The hiring manager must submit the exception within seven working days prior to the 42<sup>nd</sup> day, clearly documenting the exceptional, compelling and extenuating circumstances as to why the process was not completed within the timeframe.


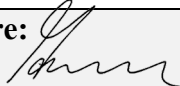
The timeline to complete the recruitment process for professional technical staff positions is as follows:

**Seven (7) days after posting:**

- Hiring manager to submit list of screening committee members, if applicable, to HR/Recruitment
- Hiring manager/screening committee chair to submit job-related criteria grid and interview questions to HR/Recruitment for approval;

**Fifteen– Twenty-one (15<sup>th</sup> - 21<sup>st</sup>) day:**

- HR/Recruitment Unit to screen and release applicant pool to hiring manager and screening committee chair, if applicable;

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**Twenty-two – Twenty-eight (22<sup>nd</sup> – 28<sup>th</sup>) day:**

- Hiring manager/screening committee chair to review applications and schedule and complete phone/Skype/LYNC interviews;
- Hiring manager/screening committee chair to schedule on campus interviews;

**Twenty-eight – Thirty-five (29<sup>th</sup> - 35<sup>th</sup>) day:**

- Hiring manager/screening committee chair to complete on campus interviews;
- Hiring manager to make recommendation to campus administration;

**Thirty-six – Forty-one (36<sup>th</sup> – 41<sup>st</sup>) day:**

- Hiring manager to conduct reference checks;
- Hiring manager to make salary request, if applicable;
- Human resources/Compensation to process salary request, if applicable and communicate with hiring manager on approval or denial;
- Human resources/Recruitment to initiate background check and communicate the results to the hiring manager.

**Forty-two (42<sup>nd</sup>) day:**

- Hiring manager extends employment offer to selected candidate;
- Human resources to prepare offer letter and schedule new hire orientation.


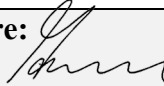
**Professional Technical Positions:** The hiring manager is responsible for ensuring that reference checks are made either by telephone or in writing prior to recommending a candidate for employment.

**Use of Previous Job Announcement for Campus Safety Personnel only:**

With the approval of the Executive Director for Human Resources & Equity, the hiring manager may consider applicants from a previous job announcement that is identical to the current vacant position if the announcement closed within the preceding one year.

**INTERIM AND FULL-TIME TEMPORARY (NON-GRANT FUNDED) APPOINTMENTS TO ADMINISTRATOR AND PROFESSIONAL TECHNICAL STAFF POSITIONS**

The hiring manager with approval of the appropriate Vice President or functional equivalent and in consultation with Human Resources may make a recommendation in writing for a limited interim appointment of up to six months for vacant administrator and professional technical staff positions (non-grant funded), during which

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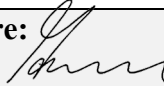


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time the formal recruitment process shall be initiated. The interim period may be extended for an additional six months if the formal recruitment resulted in a failed search or if any extenuating circumstances prevented the process from timely completion. This extension will require the approval of the Executive Director of Human Resources and Equity.

For such appointment, the candidate must meet the minimum qualifications for the position as defined in the position description and by Human Resources. Such appointments require the approval of the President and Board of Trustees. Exceptions to the recruitment process require approval by the Executive Director for Human Resources and Equity.

If the interim administrator or professional technical staff was not the selected candidate from the formal recruitment process, then the interim administrator or professional technical staff shall return to his/her former position with the appropriate salary and benefits as applicable, or an similar or equivalent position if the position left by the interim administrator or professional technical staff position has been changed or eliminated.

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