**Housatonic Community College**

**SEARCH PROCESS FOR FULL-TIME FACULTY AND ACLS**

**Introduction**

The search to fill full-time faculty and ACL positions is a continuous process. All department heads (Administrators, Directors, Department Chairs and Supervisors) should assess their staffing needs on a regular basis. In doing so, they must adhere to the Connecticut Community Technical Colleges (CTCs) Board of Trustees’ Equal Opportunity Policy Statement, which states: “Affirmative action in employment involves taking additional steps to recruit, employ and promote members of protected groups. More particularly, the Board endorses and expects full compliance with the requirements of law, including but not limited to positive action designed to identify and remove practices, policies, or other job related requirements which act as barriers to equal employment opportunity for women, Blacks, Hispanics, and other protected groups found to be underutilized in the workforce or affected by policies or practices having an adverse impact.” The Board’s Affirmative Action program encourages the college to invest resources to develop qualifiable candidates with potential abilities into qualified candidates. It does not require the college to lower its standards or requirements. It does, however, require the college to offer a degree of training which it can reasonably undertake as a means of making all job classes available to women and minorities in order to enlarge the pool of qualified women and minority candidates and help improve the imbalance in the workforce.

In keeping with the Board’s Affirmative Action Policy and Equal Opportunity Guidelines for Employment interviewing, The Equal Employment Opportunity Officer (EEOO) will keep the college community informed of the college’s Affirmative Action (AA) hiring goals and its need to be inclusive in its search process. Whenever HCC’s Administrators, Directors, Department Chairs and Supervisors have an opportunity to conduct a search for full-time employees, they should review the college’s Affirmative Action goals, and the need of their departments and the college to include members of protected groups. These factors should also be considered when searching for adjunct faculty and part-time staff, as this could be a means to increasing HCC’s pool of qualified, protected group applicants for full-timepositions.

**HIRING PROCEDURES for UNCLASSIFIED POSITIONS**

*(Management, Faculty and ACLs)*

An opportunity to conduct an employment search exists when there is a full-time vacancy (due to **resignation, termination, retirement or transfer**)and an assessment has been conducted to determine the overall college needs to fill the vacancy, and/or the college determines there is a need to create a new full-time position. In any of these situations, the funding must be available and approved for the position.

**STEP 1. POSITION REQUEST**

1. Requesting Manager/Supervisor must discuss their personnel needs with their Division Dean and, if the Dean supports their request(s), the Manager/Supervisor must send the completed BOR’s **Request to Fill (RTF) Form** to the Division Dean, who will forward it via email to the President and/or Human Resources for submission to BOR for approval.
2. If RTF is approved by BOR, the Manager/Supervisor should proceed with the next steps.
   1. Complete the *Requesting Department* section on page 1 and page 2 of the **Position Action Request (PAR)** form electronically.
   2. Attach job description for the position being requested, and

*If a job description doesn’t exist for the position being requested or changes need to be made to a current job description, the Requesting Manager/Supervisor or Dean must work with the Director of Human Resources/Equal Employment Opportunity Officer (DHR/EEOO) and/or the Assistant Director of Human Resources (ADHR) to ensure that the job description is written within the guidelines outlined by the Board.*

* 1. Forward PAR and job description via email to the Division Dean for approval.

**IMPORTANT:** To help identify and expedite the process of the PARs, please include on the subject line *“****PAR (Transaction) - POSITION NAME.”***  For example, PAR (Renewal) - TUTOR.

1. Once approved, the Division Dean will forward the PAR and job description via email to Human Resources to:
   * + Review and approve job description (or working draft)
     + Provide PCN and salary information
2. Human Resources will forward the form to the Dean of Administration & Institutional Effectiveness (A&IE) to:
   * + Verify and approve funding for the request
     + Provide fringe cost estimate
     + Provide Chartfield 2 (CF2) Codes

If funding for the request is approved, the Dean of A&IE will forward the PAR electronically to Human Resources with a copy to the Division Dean.

If funding for the request is denied, the Dean of A&IE will indicate so on the PAR and will return the PAR electronically to the Division Dean with a copy to Human Resources.

1. Human Resources will submit printed PARs and job description(s) to the President for his decision and will keep the President informed of PARs for which funding is not available.

Human Resources will notify the Division Dean of the President’s decision by emailing scanned copies of the approved or denied PARs.

1. The Division Dean will notify the Requesting Manager/Supervisor of the status of their request.

**STEP 2. TYPE OF SEARCH**

1. The President’s Leadership Team and/or President of the College determines which search process must be conducted:
2. Open Search (Steps 3 through 14).
3. System-wide Internal Search (Steps 3 through 4 and 6 through 14). Open only to CSCU employees. Position announcement will be sent via email to the BOR,   
   4 state universities, 12 community colleges, and Charter Oak State College.
4. HCC’s Internal Promotional Search (Steps 3 and 4 followed by the process on Page 8).

**STEP 3. POSITION ANNOUNCEMENT**

1. The Assistant Director of Human Resources works with the Department Head/Supervisor or Division Dean to develop a position announcement from an approved job description.
2. Position announcement must be reviewed and approved by the DHR/EEOO and Division Dean and/or President.

For new or reclassified position, a request must be entered in Core-CT by HR to establish a new position or reclassify an existing position.

**STEP 4. CORE‐CT POSITION CONTROL NUMBER (PCN)**

1. If no PCN exists for requested position, the DHR/EEOO or HRIS Assistant submits the request to establish a new position or reclassify existing position in Core‐CT.
2. Position request(s) will then go through the approval process in Core‐CT in the following order:
3. Director of Finance and Administrative Services (internal)
4. Board of Regents

**STEP 5. FORMING ADVISORY SEARCH & SELECTION COMMITTEE**

1. In order to facilitate the Advisory Search and Selection committee members’ ability to assist with the recruitment process, one shall be established no later than ten (10) days after the position announcements.
2. The President, Division Dean, or Department Head/Supervisor nominates the chairperson of the Advisory Search and Selection Committee who, with the assistance of DHR/EEOO and ADHR, will identify at least four (4) other members of the College to serve on the Committee. The Committee shall be composed of an ethnically diverse membership representing the different areas of the College. The Committee’s composition will be approved by Human Resources.
3. DHR/EEO and/or ADHR will meet with the Committee prior to the application review process. The purpose of this meeting will be to discuss the following:
4. Advisory role of the committee;
5. Confidentiality of the process;
6. Key deadlines;
7. Relevant policies, i.e., equal opportunity employment, discrimination, ADA, etc.;
8. Position announcement, job description, qualifications, and equivalency and exception appointments;
9. Requirement for all Committee members to review applicant materials and make a commitment to attend all meetings;
10. Records of the committee meetings and materials used by the committee;
11. Procedure for recommendation to the Division Dean/President, i.e., list of strengths and weaknesses;
12. Interview questions and process;
13. Effects of bias and stereotypes on the interview and selection process;
14. Affirmative Action goals and workforce analysis, including specifics to the position, and student demographics;
15. Importance of inclusion of protected group members and benefits of diversity; and
16. Applicant flow chart.

**STEP 6. ADVERTISING/RECRUITMENT**

1. Unclassified positions will be announced within the Community College system and sent to outside Affirmative Action agencies and protected class groups. Applicants will be required to submit a letter of interest, resume (or CV), completed BOR application, and three (3) reference letters for review and consideration. Incomplete materials will not be accepted or acknowledged.
2. All Faculty positions and ACL positions at CCP Level 18 and above are subject to a national search.
3. In its efforts to reach qualified members of protected groups found to be underutilized in the workforce, or affected by policies or practices having adverse impact, HR will, within the scope of its funding, conduct appropriate advertising including target media.
4. Chairperson, Division Dean, and/or President will recommend other appropriate sources for advertising to HR.
5. Vacancies will be posted for at least 30 days (or until filled with priority given to complete application materials submitted in the first 30 calendar days). For system-wide internal searches, the position announcement will be posted for 15 calendar days.

**STEP 7. INTERVIEW QUESTIONS**

1. Using the position announcement and job description as a guide, the Advisory Search and Selection Committee will develop the interview questions and decide on teaching demonstration topic or special project (if required).
2. Interview questions must be related to the performance of the duties outlined in the position announcement and must include the minimum qualifications.
3. The DHR/EEOO or Assistant Director will review the interview questions for approval and may suggest changes.
4. Any changes made to the interview questions must be approved by DHR/EEOO or Assistant Director prior to the Advisory Search and Selection Committee receiving the application materials.

**STEP 8. APPLICATION PRE-SCREENING PROCESS**

1. The Assistant HR Director and/or DHR/EEOO will screen all complete application materials submitted by the deadline for the minimum qualifications.
2. Only those meeting the minimum qualifications will be put forward to the committee for review.

**STEP 9. APPLICATION REVIEW PROCESS**

1. Application materials will be scanned and made available to the Advisory Search and Selection Committee members via HCC's intranet server no later than ten (10) business days after the application deadline.
2. The Committee members will review the applicants’ information and, based on the position criteria, identify applicants to be interviewed.
3. The chairperson will forward the list of candidates for the interview process to the Assistant HR Director along with the dates and times the committee will be available for interviews.
4. The DHR/EEOO and/or Assistant HR Director will review the list and ensure that all qualified AA goals or protected group applicants are included on the interview list.

**Should the committee determine that there are no qualified applicants, the qualifications for the position will be reviewed and the search will be extended/reopened.**

**STEP 10. SCHEDULING OF INTERVIEWS**

1. The ADHR or HRIS Assistant will contact the applicants on the interview list to offer them an opportunity to interview. The following will be covered at this time:
2. College transcripts (official or unofficial) due to HR prior to or at the time of the interview. If hired, official college transcripts are required before the start date;
3. Confirm the hire salary (shown on the position announcement/published ads) with the applicant;
4. Provide instructions for the interview, i.e., date, time, place and demo, if required.

**STEP 11. INTERVIEW PROCESS**

1. First Interviews
2. Conducted by the Committee;
3. Based on the information submitted by the applicant(s) and the interview assessment, the Committee will prepare a list of strengths and weaknesses for all candidates interviewed; and
4. The chairperson will submit the list of strengths and weaknesses along with the names of the top 3-5 candidates recommended for second interviews, and the completed applicant flow chart to the Assistant Director.

*The Applicant Flow Chart* must contain detailed explanations as to the reasons applicants were not interviewed by the Advisory Search and Selection Committee and/or reasons applicants were not recommended to be interviewed by the Division Dean or President. As necessary, the DHR/EEOO or ADHR may request additional information from the committee chairperson regarding how the recommended applicants were more qualified than the goal or protected group member applicants.

1. Second Interviews
2. Interviews will be conducted by the Department Head/Supervisor and/or Division Dean.
3. Once second interviews are finalized, a list of strengths and weaknesses is prepared only for the candidates interviewed by the Department Head/Supervisor and/or Division Dean.
4. List of strengths and weaknesses is submitted to the Assistant HR Director along with the list of finalists.

**STEP 12. FINALISTS & REFERENCE CHECKS**

1. Division Dean meets with Department Head/Supervisor to discuss the results of the interview process and recommends finalists for hire.
2. Dean will notify the President of selection and seek approval for hire to begin reference checks. At this time, the President must be informed, in writing, if an exception appointment is being requested.

*Exception Appointment. Final selection candidate(s) who do not possess the threshold degree for the position are considered to be exception appointments regardless of the number of years of occupational or teaching experience which they possess (Guidelines on Minimum Qualifications). If the Advisory Search and Selection Committee and Division Dean recommends an exception appointment be made, the chairperson and/or Division Dean will submit a memo of exception detailing the reasons for their request to the DHR/EEOO or Assistant Director. The exception memo will be included with the appointment documents for the President’s review and approval.*

1. At least three reference checks must be conducted for all finalists, one of which must be with the most recent supervisor and agency(ies) to verify specific qualifications. As a courtesy, the finalists will be notified that the College will initiate the reference check process.
2. Department Head/Supervisor and/or Division Dean will be notified of any red flags resulting from the reference checks. Documentation on completed references will be kept in the search file in HR and will be available for review by the Department Head/Supervisor and/or Division Dean if they wish.
3. With the President’s approval, and in accordance with Board policy, the DHR/EEOO or ADHR will conduct the final reference check (current supervisor) on the final candidate. In some cases, there will be four (4) references checked if the first three (3) references were not from the current supervisor. For Management and Community College Professional (CCP) positions, reference checks will be conducted for all finalists; current supervisor references should be the last of the three (3) to be completed.
4. At the discretion of the President, he/she will meet with both the Division Dean and the Advisory Search and Selection Committee at the same time and as soon as possible to discuss the decision, if different from the Committee’s and/or Division Dean’s recommendation. The President has the authority to decide which applicant to appoint, contingent on the Board’s policy.

**STEP 13. JOB OFFER**

1. Once a candidate is selected, HR contacts the hiring Department Head/Supervisor to discuss possible start dates. The start date must be the first day of a pay period.
2. An offer of employment is made to the selected finalist contingent upon successfully completing a background check. The salary will be reconfirmed, and the start date will be discussed at that time.
3. If the offer is accepted, the call will be followed-up with an offer letter from the President’s Office. If the offer is not accepted, at the discrepancy of the President of the College, an offer may be made to the succeeding finalist until the offer is accepted, or the list of finalists is exhausted. If the offer is not accepted and the list of finalists is exhausted, the College will decide on either reposting or cancelling the search.

**STEP 14. NEW HIRE PAPERWORK**

1. The HRIS Assistant, ADHR, or DHR/EEOO will complete the notice of appointment and recommendation sheet, then present them to the President, or the President’s designee, for review and approval signature.
2. New hire packet will be emailed to the candidate to be completed and returned to HR.
3. Original application materials along with completed application supplement, official college transcript(s), job description, and ethics acknowledgement receipt is given to the President’s Executive Assistant for the contract and professional files. A copy of the documents will be retained in the personnel file in HR.
4. New hire orientation is provided to new employees by DHR/EEOO, HR Assistant, or Benefits and Payroll Associate.

**INTERNAL PROMOTIONAL SEARCHES**

**STEP 1. FORMING ADVISORY SEARCH & SELECTION COMMITTEE**

The Committee will be composed by the Director or Assistant Director of Human Resources and four (4) members of the college community selected by the President.

**STEP 2. ADVERTISING/RECRUITMENT**

1. Once the internal promotional opportunity, job description, position announcement, and position control number (PCN) have been approved, the announcement will be sent to the College Community.
2. Applicants will have ten (10) calendar days to submit a letter of interest, resume (or CV), completed BOR application, and three (3) reference letters (including one (1) supervisory reference) for review and consideration; incomplete materials will not be accepted or acknowledged.

**STEP 3. INTERVIEW QUESTIONS**

Interview questions must be submitted to HR before the Committee is given access to the application materials.

**STEP 4. APPLICATION PRE-SCREENING PROCESS**

1. The Assistant Director and/or DHR/EEOO will screen all complete application materials submitted by the deadline for the minimum qualifications.
2. Only those meeting the minimum qualifications will be put forward to the committee for review.

**STEP 5. APPLICATION REVIEW PROCESS**

1. Application materials will be scanned and made available to the Advisory Search and Selection Committee members via HCC's intranet server no later than ten (10) business days after the application deadline.
2. The Committee members will review the applicants’ information and, based on the position criteria, identify applicants to be interviewed.
3. The Chairperson (Supervisor) will forward the list of candidates recommended for the interview process to the Assistant Director along with the dates and times the committee will be available for interviews.

**STEP 6. INTERVIEW PROCESS**

HR will schedule the interviews and reserve rooms where interviews will take place.

First Interviews

* + - Conducted by the Committee.
    - Based on the information submitted by the applicant(s) and the interview assessment, the Committee will prepare a list of strengths and weaknesses for all candidates interviewed.
    - The Chairperson will submit the list of strengths and weaknesses along with the names of the finalists recommended for second interviews.

Second/Final Interviews

* + - Conducted by the Supervisor, Dean, and President of the College.

**STEP 7. FINALISTS & REFERENCE CHECKS**

Reference checks, including the current supervisor, will be conducted for all finalists. Results will be shared with the President of the College, who will make the final decision.

Approved on 11/1/16

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