

Shoreline

COMMUNITY COLLEGE



PROCEDURE

Policy Name:	Equal Opportunity in Recruitment & Hiring
Policy Number:	4111
Applicable Code/Law:	RCW 49.60.200, RCW 49.60.400

Procedural Guidelines:

Shoreline Community College will make every effort to eliminate barriers to equal opportunity and increase the diversity of its workforce. It is incumbent upon administration, faculty, and staff of Shoreline Community College to make a good-faith effort in the execution of this policy.

The Office of Human Resources (HR) will provide a workforce profile to the Executive Team (ET) of the College on or before November 1st each year, which articulates the talent management goals and strategies for the upcoming year in alignment with the overall strategic goals of the College.

Shoreline Community College will utilize the following processes for recruitment and hiring of individuals by Shoreline Community College into permanent classified staff and exempt positions, as well as tenure-track faculty positions. Exempt employees appointed to a position in an acting or interim capacity shall be selected through a process set by the President.

1. Notice of Intent to Fill a Vacant Position

- a. When the position supervisor needs to fill a vacant position, the supervisor shall complete a personnel requisition form along with an updated description of the position and submit it to their ET member.
 - i. The updated position description will be used to draft the vacancy announcement.
- b. The ET member shall review and bring forward the completed personnel requisition to the President and ET for review and approval in alignment with College’s goals.
- c. Following the President’s approval to recruit, the personnel requisition form shall be forwarded to the Office of Business & Administrative Services (B&AS) for funding confirmation.
- d. Upon funding confirmation, the Office of the B&AS shall forward the personnel requisition to HR.
- e. Upon receipt of the approved personnel requisition, HR shall contact the position supervisor to begin the recruitment process and use the screening committee selection process to recruit the screening committee.

2. Screening Committee Membership

- a. Screening committees shall be composed of a minimum of three (3) and usually no more than five (5) voting members.
 - i. Requests for exceptions to committee size can be made to HR for review and authorization with the applicable ET member.
 - ii. The position supervisor (or designee) shall serve as a member of the committee.
 - iii. Each committee shall be assigned an HR representative as an ex-officio member responsible for providing guidance and ensuring compliance with established policies and procedures.
 - iv. Based on review by the ET member, off campus individuals may be appointed as members of the screening committee.
 - v. The screening committee for faculty positions shall have a full-time faculty member from the field of the vacant position. If such a faculty member is not currently available, then the position supervisor shall actively recruit a professional off campus.
 - 1. Off-campus members may include (1) professionals retired from our campus, (2) professionals from other colleges and universities, or (3) firms where professional-technical professionals are employed.
- b. The position supervisor, with approval from their ET member, shall recommend to HR participants to serve on the screening committee under the following order of criteria: 1) subject matter experts and 2) those who work with the position.
 - i. HR shall review the composition of the screening committee to ensure a committee that is committed to inclusive excellence.
- c. HR shall share the recommended screening committee participant names with the classified and faculty union leadership.
 - i. Within five (5) calendar days from notification by HR, union leadership should provide consultation regarding the committee participants to HR.
 - 1. HR will share the consultation with the appropriate ET member prior to moving forward with the finalization of the committee.
 - ii. If no consultation is provided in the timeframe allotted, the recruitment will proceed with the identified screening committee participants.
- d. At the initial meeting, each screening committee shall select a chairperson. The chairperson is responsible for the following tasks:
 - i. Schedule recruitment meetings and ensure tasks are completed on schedule.
 - ii. Ensure all committee members participate and have a voice.
 - iii. Coordinate and schedule meetings, including the scheduling of applicant interviews.
 - iv. Lead the interview process.

3. Drafting the Vacancy Announcement

- a. Using the updated position description, HR and the position supervisor will draft the vacancy announcement within the approved College template.
 - i. HR shall review and amend the draft job announcement to ensure applicants address their knowledge, skills, and experiences related to inclusive excellence framework as it is articulated in the College's strategic plan.
 - ii. For faculty recruitments, the draft vacancy announcement will be shared with the discipline faculty for feedback prior to posting.

- iii. For administrative and classified staff positions, the draft vacancy announcement will be shared with the hiring unit for feedback prior to posting.
- b. Vacancy announcements shall contain:
 - i. The College's Vision, Mission, Core Themes, Values, Strategic Goals, and the Community Standard and Inclusive Excellence statement.
 - ii. Required education, experience, knowledge, skills, and abilities.
 - iii. The application period and designated date of first consideration.
 - iv. Terms of appointment and the salary determination process.
 - v. Salary range and working hours.

4. Posting the Vacancy Announcement

- a. Once the vacancy announcement is ready to post, HR shall route the announcement for final approval to the 1) position supervisor, 2) appropriate ET member, and 3) the Affirmative Action Officer (AAO).
- b. Following approval to post, HR will distribute the vacancy announcement to:
 - i. Shoreline Community College's website.
 - ii. Classified, faculty, and administrative list serves.
 - iii. Appropriate national and regional advertising sites.
 - iv. Puget Sound Affirmative Action mailing groups.
 - v. Other specialized mailings lists as identified and developed by the position supervisor and appropriate ET member.
- c. Application periods
 - i. Positions will be posted for a minimum of ten (10) calendar days.
 - ii. Positions will be announced with an application date for first consideration.
- d. Classified staff applicant pools will be established for each recruitment.
 - i. The applicant pool will be used to fill current vacancies in that category of employment for up to six (6) months, unless the vacant position requires a job specific specialized skill or ability in which case a specialized applicant pool will be recruited and used to fill that position only.

5. Pre-Screening of Applications Received

- a. Prior to the release of application materials to the screening committee, the HR representative and the position supervisor shall identify applicants that meet minimum education and experience qualifications as established by the position announcement.
 - i. HR shall contact the applicants selected to perform an initial telephone interview based on the advertised position requirements.
 - ii. HR shall share the pre-screen telephone results with the screening committee for their use in the recruitment process.

6. Screening Committee Activities

- a. Committee Training
 - i. The screening committee shall receive training coordinated by HR on: 1) how to reduce implicit bias and discriminatory practices; 2) effective screening practices; 3) building job related behavioral and situational interview questions including questions that gauge multicultural and global competencies; 4) public records and note taking; and 5) confidentiality required for recruitment practices.

1. Consequences for noncompliance with the screening process will be discussed.
 2. Committee members will sign a statement agreeing to their responsibilities within the work of the committee.
- b. Committee Work
- i. The screening committee shall participate in the following activities:
 1. Screening committee trainings (see above).
 2. Development of a screening tool including using position-related criteria as found on the vacancy announcement to review the applicants' materials.
 3. Development of interview questions and activities prior to application review and consistent with the posted position requirements.*
 - a. The committee will identify what constitutes a quality response to each interview question and activity.
 - b. Interview questions will address at least one of the following:
 - i. Ability to support the College's aim of Inclusive Excellence.
 - ii. Evidence of multicultural and global competencies.
 - iii. Evidence of understanding the College's strategic goals as they relate to the position's role and work at the College.
 4. Individual review of the applicant pool materials to provide evidence of strengths and weaknesses.
 5. Screening committee discussion of applicant pool materials to provide evidence of strengths and weaknesses.
 6. Individual assessment of the applicants interview activities for evidence of strengths and weaknesses.
 7. Screening committee discussion of the applicants interview activities for evidence of strengths and weaknesses.
 8. Generation of a strengths and weaknesses summary document for each candidate interviewed to be provided to the position supervisor for their consideration in the selection process.*

* Requires review and approval by the HR and AAO prior to proceeding.

7. The Interview Process

- a. The screening committee shall interview applicants selected for consideration of permanent employment.
 - i. Additional interview activities may include the following (where appropriate)
 - a. Skills assessment related to a posted position requirement (teaching demonstration, Excel functions, etc.).
 - b. Campus open-forums, department forums, or student forums, etc.
 1. For tenure-track faculty and select exempt position finalists, HR will coordinate a student forum for feedback as part of the screening process.
 - c. Finalist interviews with the area ET member and President (or designee).
- b. All applicants shall be asked the questions as approved by the AAO.
 - i. Applicants should receive direction at the start of the interview to respond in detail and to include examples of their experience where appropriate.
 - ii. Individual applicants may have specific questions tailored to their materials on an HR

approved exception basis only.

- c. The screening committee shall apply agreed upon elements of multicultural competency and cognitive error resources related to inclusive excellence to review of the applicant's interview activities.
- d. All finalists shall also interview with the President or designee prior to job offer.

8. Filling of the Position

- a. The position supervisor will forward the documented strengths and weaknesses of the interviewed applicants, to their ET member review.
- b. If the position supervisor or ET member's assessment of applicants significantly differs from the screening committee's assessment, the ET member (or designee) will meet with the screening committee for discussion before moving forward with the recommendation for hire.
- c. Following approval by the President or designee, the position supervisor will offer the position to the successful candidate.
 - i. For classified staff positions, salary will be set according to the established salary guidelines and schedules.
 - ii. For faculty positions, salary will be set in compliance with the guidelines found in the negotiated collective bargaining agreement.
 - iii. For exempt positions, salary will be set according to the established range posted for the position in alignment with other positions on campus of a similar scope and duties.
- d. The position supervisor shall notify the screening committee of the applicant selected for hire.
 - i. If the recruitment process does not result in a hire, the position supervisor will communicate this decision to the screening committee along with next steps related to meeting the need for the position.

9. Exceptions

- a. Exceptions to these procedures may be necessary in certain unusual, unforeseen emergency circumstances.
 - i. What constitutes an unusual, unforeseen emergent circumstance is both to be determined and authorized by the President or a designee.
 - ii. Exceptions made shall not conflict with applicable employment rules and regulations.