



COLLEGE of CENTRAL FLORIDA
ADMINISTRATIVE PROCEDURE

Title: Hiring	
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The following principles guide these hiring procedures:

- Each position which becomes vacant is an opportunity for the College to assure that its human resources support College priorities, especially the improvement of student learning.
- Each hiring opportunity should reflect the college's priorities of continual improvement and student learning.
- The hiring process is an opportunity to improve the College and provide a positive image of the College.
- The hiring process provides an opportunity for the College to move toward meeting/exceeding its diversity initiative goals.
- The hiring procedure must be, in fact and in perception, absolutely fair.
- The hiring procedure provides an opportunity for advancement for current CF employees.
- The hiring procedure should be as efficient and timely as possible so that College operations and personnel needs can be addressed in a timely manner.

1. INTRODUCTION

This procedure is designed to address hiring full-time College employees. In hiring part-time employees, the hiring supervisor will follow the same principles enumerated in this procedure.

2. RESPONSES TO A VACANCY

When a full-time vacancy occurs, the hiring supervisor consults with the appropriate vice president to determine what recommendation should be made to the President:

- 2.1 Possible actions include:
 - 2.1.1 Eliminate the position,
 - 2.1.2 Change the position,
 - 2.1.3 Leave the position temporarily unfilled, or
 - 2.1.4 Fill the position as it is.
- 2.2 If the position is recommended for change, a new or revised job description must be prepared and accompany the Position Vacancy Action Request form. (A Job Description Change Form, available on Intranet, should accompany the new or revised job description and the Position Vacancy Action Request form). Human Resources will post the new/revised job description on the intranet.
- 2.3 The hiring supervisor initiates a Position Vacancy Action Request, which is routed through the approval process. (The Position/Job Description form found on the intranet must be active or approved prior to submission of this document).

3. STARTING THE HIRING PROCESS

3.1 When the President approves filling the vacant position (on a Position Vacancy Action Request), the Human Resources Office prepares the vacancy announcement in compliance with the required advertisement dates outlined in policy. The hiring supervisor may provide a beginning screening date (outside the outlined 10 or 20-day period according to policy & position pay grade) and suggestions for the search committee membership and chair.

4. ADVERTISING

- 4.1 Announcements of vacancies and advertisements are created by Human Resources from the approved position descriptions.
- 4.2 The Human Resources Office prepares a written advertisement and an Announcement of Vacancy for review and approval by the hiring supervisor and appropriate vice president.

- 4.3 All announcements of vacancy and advertisements must indicate either a specific closing date for receiving applications or the statement “open until filled.” If “open until filled” is used, a date when applicant screening begins will be included. Announcements of vacancy may also include a desired starting date.
- 4.4 Faculty and Administrative positions will be posted for a minimum of 20 workdays and Career and Professional positions will be posted for a minimum of 10 workdays.
- 4.5 Announcements will be prepared in a standard format. Changes in format must be approved by the President.
- 4.6 All announcements of vacancy for faculty must contain the following phrases:
 - 4.6.1 *“Experience working with diverse populations in a college setting preferred.”*
- 4.7 All announcements for vacancy must include the standard equity and non-discrimination statements.
- 4.8 Upon receiving the approved vacancy notices and advertisements, the Human Resources Office distributes the Announcement of Vacancy throughout the College, on the College web page, and to other Florida colleges and places the advertisement in appropriate media outlets.
 - 4.8.1 Faculty positions will be advertised:
 - 4.8.1.1 Internally through posting of the Announcement of Vacancy on-line,
 - 4.8.1.2 To other Florida colleges and universities,
 - 4.8.1.3 Locally in Citrus, Levy and Marion County media, (one insertion each), on-line job opportunities
 - 4.8.1.4 Nationally in the Chronicle of Higher Education (one insertion),
 - 4.8.1.5 In professional publications identified by the Human Resources Office as serving predominately minority populations (one insertion each), and
 - 4.8.1.6 In specialized publications serving specific disciplines, which may be suggested by the hiring supervisor.
 - 4.8.2 Administrative positions will be advertised:
 - 4.8.2.1 Internally through posting of the Announcement of Vacancy on-line,
 - 4.8.2.2 To other Florida colleges and universities,
 - 4.8.2.3 Locally in the Citrus, Levy and Marion County media, (one insertion each),
 - 4.8.2.4 Nationally in The Chronicle of Higher Education (one insertion),
 - 4.8.2.5 In professional publications identified by the Human Resources Office as serving predominately minority populations (one insertion each), and
 - 4.8.2.6 In special publications when recommended by the hiring supervisor and the appropriate vice president.
 - 4.8.3 Career and Professional employee positions will be advertised:
 - 4.8.3.1 Internally through posting of the Announcement of Vacancy,
 - 4.8.3.2 In the Ocala Star Banner and the Citrus County Chronicle, or The Chiefland Citizen, (dependent on the location of the vacancy, one insertion),
 - 4.8.3.3 To other Florida colleges, where the local applicant pool is expected to be limited because of specific training and experience requirements,
 - 4.8.3.4 In specialized trade journals or publications when suggested by the hiring supervisor, and
 - 4.8.3.5 In newspapers in nearby metropolitan centers (one insertion).
- 4.9 Waivers of advertisement and recruitment processes may only be granted by the President. The following are typical of types or waivers that might be granted:
 - 4.9.1 A pool of candidates exists from recruitment efforts conducted no more than three months prior to the request to hire and the recommended candidate was in the applicant pool for the previous position.
 - 4.9.2 An “open” pool of applicants is available by departments as needed and for adjunct faculty positions. (NOTE: Such pools are maintained by the Human Resources Office and have prior approval to waive advertising. Adjunct pools are maintained by the instructional department).
 - 4.9.3 The President determines that an emergency exists and a vacancy must be filled immediately.
 - 4.9.4 The President approves an employee transfer from another position within the College.

5. APPLICATIONS

- 5.1 Applicants, including current employees of the College, must submit a completed on-line College of Central Florida application by the published deadline date.
- 5.2 The Human Resources Office:
 - 5.2.1 Sends a letter (or electronic communication) to the applicant within three (3) working days of receipt of the application acknowledging receipt of the application materials (*reversed with 5.2.2*)

- 5.2.2 Notifies the chair of the search committee via electronic mail (see section 7 for information about committee and chair) or hiring supervisor that a position has closed,
- 5.2.3 Includes in the letter an explanation of the next steps in the process,
- 5.2.4 Answers requests for additional information about the vacancy, and
- 5.2.5 Advises applicants of the minimum qualifications for the position.

5.3 Receipt of applications:

- 5.3.1 On-line applications are accepted by the Human Resources Office through the deadline date.

6. APPLICANT POOL AND EQUITY

- 6.1 For all advertised positions, the applicant pool is reviewed for compliance with equity guidelines.
 - 6.1.1 Within two (2) working days after the position closes, the Human Resources Office provides the statistical data sheets submitted by applicants to the College's equity officer.
 - 6.1.2 The equity officer may determine that the hiring process be continued or canceled. The reviewer may also recommend re-advertising the vacancy, extending the application deadline, or encouraging applicants with incomplete application files to submit the necessary, additional information. A written report of the equity officer's review should be forwarded to the Human Resources Office within three (3) working days after receiving the statistical data sheets.
 - 6.1.3 If the equity officer determines that additional steps be taken prior to screening applications, the Human Resources Office will initiate those steps and notify the hiring supervisor of the changes in deadlines.
 - 6.1.4 When the equity officer determines that an equitable pool exists, the application materials for all applicants are forwarded to the search committee chair.
- 6.2 For all faculty positions, the applicant pool is reviewed by the Dean or Vice President for Instructional Affairs to ensure minimum qualifications have been met.

7. SEARCH COMMITTEES

- 7.1 Search committees are required for filling all vacancies for full-time faculty and administrative and professional employees and for all career employee positions classified as C-6 or higher on the salary schedule. (Search committees are not mandatory for positions classified below C-6. The role of the search committee is a voluntary service to screen the applicants and to narrow the pool of applicants to a non-prioritized list of preferably three (3) to five (5) applicants. The committee understands that no ranking by use of numbers or letters are used during the application review or interview process.
- 7.2 Composition of search committees:
 - 7.2.1 Committees should be diverse in ethnicity and gender.
 - 7.2.2 At least one member of each search committee will be from outside the hiring department.
 - 7.2.3 The number of members appointed to a search committee will be dependent on the type of position being filled.
 - 7.2.3.1 Faculty search committees should have at least five (5) members. A majority of the committee shall be faculty members. Two members of the committee must be from the department filling the vacancy, one faculty member from outside the department.
 - 7.2.3.2 Career and Professional employee search committees should have at least three (3) members.
 - 7.2.3.3 Administrative search committees should have at least five (5) members. Employees from the department or division for which an administrator is being hired should be represented on the search committee.
 - 7.2.4 The President may appoint non-employees to search committees for specific faculty or administrative positions to assure that the committee has an adequate technical background in the area of the vacancy.
- 7.3 The Director of Human Resources reviews and approves the suggestions of the hiring supervisor for search committee members to determine diversity and balanced representation.
- 7.4 The hiring supervisor may serve as chair of the search committee or may recommend another chair.
 - 7.4.1 The Human Resources Office provides training to the committee chair. The committee chair and members are to view the search committee presentation on the intranet for instruction. The committee chair is charged with instructing the committee members regarding the duties of the position and providing details regarding the structure of the hiring department. The committee is charged with reviewing and evaluating each application and candidate (internal and external) in a fair and professional manner.
 - 7.4.2 The Human Resources Office may assist the committee in developing a screening instrument unique for the position,

- 7.4.3 The Human Resources Office reviews the questions to assure that none will violate equity rules and applicants' rights, and
- 7.4.4 The Human Resources Office will provide guidelines to the committee about EA/EO issues pertinent to the search.
- 7.5 In faculty searches, the hiring supervisor will meet with the entire search committee to review position requirements.

8. DUTIES OF THE SEARCH COMMITTEE

- 8.1 Screening applications: Following the training session, the committee chair convenes the search committee to screen applications to identify the most appropriate candidates for interviewing. It is the responsibility of the search committee chair to inform all search committee members of the essential functions and responsibilities/duties that are required of the candidate for the position.
 - 8.1.1 Each member of the committee reads all applications. The committee members recommend applicants to be interviewed to the committee chair.
 - 8.1.2 The search committee and chair create interview questions for the applicants that will be interviewed. Interview questions must address the duties and essential functions of the job and be in EEO/Legal compliance. Recommended interview questions are to be sent via electronic mail to Human Resources for review and approval prior to interviews being conducted.
 - 8.1.3 If the screened pool of application is unacceptable or an insufficient pool, the search committee may suggest to extend the applicant pool for more viable applicants and/or re-advertising the vacancy.
 - 8.1.4 The College is required by statute to give "preference" to veterans in employment in all Career Service System position under the Florida College System. Usually the preference standard is met if veterans who meet the minimum qualifications for the position are interviewed and if the person selected as most qualified for the position is a veteran. Preference does not require the employment of a veteran over a better-qualified applicant.

Applicants claiming Veteran's Preference must submit appropriate documentation (DD Forms 214) if they want to request veteran's preference.

Only those positions listed in F.A.C. Rule 55A-7.005 are considered for veteran's preference. Human Resources will identify the Veteran Covered Positions. (*Faculty & Administrative positions are exempt*).

When the chair of the search committee or the hiring administrator recommends a non-veteran, the memo must document the reason for not selecting interviewed veterans. (NOTE: The decision is subject to the review by the Department of Veterans' Affairs and by the Public Employees Relations Commission.) For additional information about veteran's preference, consult the Human Resources Office.

- 8.2 Interviewing applicants
 - 8.2.1 A majority of committee members must be present during each step of the interview process including the selection meeting and initial interviews with selected applicants. (The committee membership must meet Gender/Ethnicity requirements at all times. Gender meaning not all the same sex. Ethnicity meaning not all the same race).
 - 8.2.2 The search committee chooses candidates to be interviewed. All internal candidates who meet or exceed the minimum requirements for the position must be invited to interview. All currently employed adjunct faculty qualified for the advertised faculty position will be granted an interview. The search committee chair contacts human resources (via electronic mail) with the selected interview candidate names for review and approval (prior to contacting the candidate). The search committee chair will send (via electronic mail) the list of interview questions for review and approval to human resources.
 - 8.2.3 The search committee chair contacts the candidates to invite them to interview. If time permits, the chair sends a letter or electronic mail, to each candidate confirming the invitation, the date and the time of the interview.
 - 8.2.4 During the initial contact, the chair must ask if the applicant requires any "reasonable accommodations to participate in the interview process." If the applicant indicates a specific accommodation is needed, the chair should notify the college Equity Officer who will arrange the accommodations. Examples of reasonable accommodations include an interpreter for a hearing-impaired applicant or a wheelchair accessible interview room.
 - 8.2.5 Candidates are responsible for all expenses associated with their interviews. (Exceptions may be approved by the President.)
 - 8.2.6 Telephone interviews are permissible. Generally, telephone interviews should only be used at the initial interview level. Final interviews must be "face-to-face."
 - 8.2.7 The search committee may require candidates to complete a work-performance demonstration prior to or during the interview. The activity shall be job related and provide evidence of the candidate's ability to perform the tasks required in the position. Applicants for faculty positions must be asked to demonstrate teaching a specific concept or skill using a standard procedure for the demonstration.

- 8.2.8 The search committee's task in the interview is to assess the probability of an applicant's potential success as an employee of the College in the position.
- 8.2.9 Interview questions
 - 8.2.9.1 Questions must not address the following areas (i.e., race, sex, marital status, gender, age, religion, national origin, number and ages of children or sexual orientation).
 - 8.2.9.2 Suggested questions are provided during the training session.
 - 8.2.9.3 Additional questions that are pertinent to specific skills or knowledge are appropriate.
 - 8.2.9.4 All applicants should be asked the same set of questions.
- 8.2.10 Interviews should provide an opportunity for the applicant to ask questions.
- 8.2.11 A summary sheet, provided by Human Resources, detailing the College benefits package will be given by the screening committee chair to each candidate interviewed at the time of the interview. (For full-time positions only).

9. SELECTION

- 9.1 Following the interviews, the search committee selects preferably three (3) to five (5) candidates for consideration by the hiring supervisor. Search committees will not rank order candidates.
- 9.2 The hiring supervisor contacts listed employment references and other references about the listed candidates. Former supervisors should be contacted, if possible, to discuss skills, work habits, attitudes and re-employability.
- 9.3 From the list of nominated candidates, the hiring supervisor selects one person as the preferred candidate. (NOTE: The hiring supervisor has the option of interviewing the nominated candidate(s) prior to making a final selection).
 - 9.3.1 The hiring supervisor submits the recommendation to the appropriate vice president to hire or to re-advertise the position. (The 'Position Vacancy Announcement Change Request' form must be submitted. The form is available on the intranet).
 - 9.3.2 Pre-employment checks, as specified below, will be required for applicants recommended by the hiring supervisor to fill positions in the following areas:
 - Appleton Museum – background check (fingerprinting optional)
 - Business Office – background, and fingerprinting – national check
 - Child Care – background and fingerprinting - national check
 - Conference Services (Cashier) – background check (fingerprinting optional)
 - Criminal Justice – background and fingerprinting - national check
 - Human Resources – background check (fingerprinting optional)
 - Information Technology – background check (fingerprinting optional)
 - Plant Operations – background check (fingerprinting optional)
 - Public Safety – background check (fingerprinting optional)
 - Purchasing Department – background check (fingerprinting optional)
 - Student and Enrollment Services College wide – background check (fingerprinting optional)

All offers of employment are contingent upon a successful background check for the areas listed above.

10. RECOMMENDATION

The recommendation and justification memo for salary should be submitted directly to the Director of Human Resources for review and preparation.

- 10.1 The proposed salary, which has been determined through consultation between the Director of Human Resources and the appropriate Vice President must be included in the recommendation.
- 10.2 The information packet about the recommended candidate is submitted to the appropriate vice president for review and approval. If the vice president concurs with the recommendation of the hiring supervisor, as shown on the Personnel Action Form (PAF), the form will be signed and forwarded to the Business Office for signature. The Business Office will then forward the form to the Human Resources Office for signature. Once all appropriate signatures have been obtained, the candidate's information packet is forwarded to the President for review and approval and subsequent recommendation to the District Board of Trustees.
- 10.3 Following the approval of the President, the office of Human Resources e-mails the department hiring supervisor or authorized college staff to make the official offer of employment.
 - 10.3.1 The hiring supervisor or appropriate Vice President makes the official offer of employment to the candidate or arranges for a division representative to do so.
 - 10.3.2 The chair of the search committee, hiring supervisor or appropriate Vice President creates the formal, written or electronic offer of employment. The letter should include the start date, official job title, approved salary and any requirements that are noted to address any specific areas of concern identified by the hiring supervisor or the vice president.

- 10.4 When a candidate accepts the position in writing or electronically, a recommendation for appointment is forwarded to the District Board of Trustees. (A verbal approval is acceptable for Career and Professional positions however; a follow-up confirmation should be forwarded as a courtesy to the candidate. Administrative and Faculty or contractual positions require a formal or e-mail confirmation from the candidate.)
- 10.5 Within five working days of the acceptance, the chair of the search committee or Human Resources shall send a letter (or electronic communication) to all finalists who were interviewed, thanking them for their application and notifying them that the position has been filled. Human Resources will notify all other applicants of the status of their application unless the chair of the screening committee or the hiring supervisor prefers to do so.
- 10.6 All application materials are kept on file for four years in the Human Resources Office in accordance with the retention schedule current at that time. Files must include all ORIGINAL documents applications, correspondence to applicants, correspondence to the search committee, interview reports, all hand written notes, equity reports, and recommendation letters. The chair of the screening committee must destroy any COPIES of applications, resumes, or other material made during the interview process.

Vice President, Administration and Finance

Date

Approved by President

Date