

AP 303a - EMPLOYEE RECRUITMENT AND SELECTION

Associated Board Policy: 303.00 – Selection of Non-Faculty Personnel

Procedure Owner: Human Resources Generalist

Related Procedures: AP 240a Hiring Qualified Faculty

I. Procedure Scope and Purpose

This procedure addresses the process for the recruitment and selection of all employees of Cowley College. Our goal at Cowley College is to attract highly qualified individuals by providing a fair and equitable selection process. At Cowley College, we celebrate diversity and believe that diversity and inclusion among our employees is critical to our success as a college, and we seek to recruit, develop and retain the most talented people from a diverse candidate pool.

II. Definitions

Hiring Manager: The hiring manager for the open position. This is generally the direct supervisor of the position. For faculty positions, the Hiring Manager will be the Vice President of Academic Affairs.

Interview Committee: The interview committee will comprise of a cross-sectional mixture of individuals from various divisions in the college with a minimum of five members, including the Hiring Manager and Human Resources Director.

Request to Fill Open Position Form: This form must be completed for open positions prior to recruiting for the position. Form must be approved by Hiring Manager, Respective AC (Administrative Council) Member, Vice President of Finance and Administration and the President.

Employment Authorization Form: Also known as the “Gold Sheet” is the official form used for making an offer of employment. Contains name of candidate, salary/hourly rate, exemption status, and start date.

III. Procedures

- A. When a position becomes available, the Hiring Manager notifies the HR Director. The Hiring Manager, Human Resources Director, Vice President of Finance and Administration will determine whether to open and fill the position, restructure, or not fill.
- B. A Request to Fill form must be approved with signatures from the Hiring Manager, Division/Department respective Administrative Council member, Vice President of Finance & Administration and the President **prior** to the position being posted). The Vice President of Finance and Administration will verify funding and provide appropriate general ledger codes. The Human Resources Director will email the job description to the Hiring Manager to review and revise the position’s requirements, responsibilities, and necessary qualifications. This information will be used to create the job posting for the employment page in the payroll system.
 1. The HR Director and Hiring manager will discuss posting requirements, timeframe and where to post the position.
 2. The Hiring Manager and HR Director will develop interview questions to be used in all interviews.

- C. Once the Request to Fill form is approved by all necessary parties, the HR Director will post the position on Cowley employment page and other decided outlets
- D. Once the position is closed for accepting applications, the HR Director will forward all qualified candidates to the Hiring Manager who will review all submitted applications. Incomplete applications will not receive consideration.
- E. The Hiring Manager will narrow the pool of applicants down to the top five candidates and will provide this list to the HR Director. The top three will be contacted by the HR Director to schedule interviews.
- F. The Hiring Manager and HR Director determine date, time, and location for interviews. The HR Director will reserve a room and call candidates to schedule interviews.
- G. The Hiring Manager and HR Director will determine request employees to serve on the Interview Committee. The HR Director will send out a Confidentiality/Non-Partiality Agreement for selected interview committee members to sign. The HR Director will then send email calendar invites to all Interview Committee members with applications/resumes, interview dates, time, and location.
- H. Selected candidates are interviewed by the Interview Committee. After interviews are completed, the Interview Committee discusses and shares feedback on candidate's strengths and concerns. **The Hiring Manager has the ultimate decision regarding the selection of the candidate to be offered the position.** If deemed that there is no candidate who the Hiring Manager feels is a fit, then the HR Director and Hiring Manager will meet to either: interview alternate candidates, revisit the candidate pool, re-advertise the position or close the search altogether.
- I. If the Hiring Manager decides to move forward with a candidate, the HR Director and Hiring Manager complete the gold Employment Approval Form with candidate's name, recommended salary/hourly rate, and attached application/resume. Employment Authorization Form must be signed by Hiring Manager, Division/Department, Vice President of Finance & Administration and President. President will sign last as that position has final decision-making authority.
 - 1. If the President approves the selection of the candidate, HR Director performs reference checks. The HR Director then calls the candidate and makes a conditional offer. If candidate accepts, then the HR Director forwards the Employment Approval form to the Administrative Assistant of the President who will include for upcoming Board of Trustees' approval. The HR Director then personally calls those candidates who interviewed but did not receive an offer. The President, at his/her discretion, may schedule a brief face to face, or phone interview with the candidate prior to the HR Director contacting the candidate with the job offer.
 - 2. If the President denies the hire, HR Director will meet with Hiring Manager to decide whether to offer to second best candidate or reopen the search. The HR Director then will contact all those who interviewed who will not be receiving an offer.
- J. The HR Director contacts remaining candidates of the decision to not process them further.

IV. Effective Date(s)

This procedure first became effective: October 1, 2015
Revised: December 10, 2019
Revised: January 26, 2022

Revised: May 9, 2023

V. Signature and Title

This procedure is implemented by: Megan Sweaney

Title: Human Resources Generalist