



MC ONLINE SEARCH COMMITTEE TRAINING - OVERVIEW

Table of Contents

Search Committee Training Overview and Introduction	2
Roles and Responsibilities	2
Recruiter	3
Hiring Manager	3
Search Committee Chair	4
Search Committee Members	4
Search Advocate	4
PHASE 1: Creating a Requisition, Posting a Job Announcement, and Receiving Applications	5
Hiring Manager	5
Recruiter	5
PHASE 2: Screening Candidates	5
Search Committee Members	5
Search Committee Chair	6
PHASE 3: Conducting Interviews and Evaluating Candidates for Hire	7
Search Committee Members	7
Search Committee Chair	7
PHASE 4: Making the Hiring Decision	8
Hiring Manager	8
Administrator	8
PHASE 5: Completing the Hiring Process and Making an Offer	8
Contact Information	9

Search Committee Training Overview

Introduction

Montgomery College is an academic institution committed to promoting equal opportunity and fostering diversity among its students, faculty, and staff. A diverse and qualified workforce helps the College in its efforts to create an academic and campus climate that promotes access, equity, diversity, and achievement.

The HRSTM office is responsible for monitoring the recruitment, employment, and retention of a diverse workforce. It provides risk management guidance, and ensures equal access to employment opportunities for protected categories. The protected categories include race, color, national origin, sex, sexual orientation, gender identity, pregnancy, religion, age, disability, military status and genetic information. The HRSTM office is also responsible for ensuring that recruitment procedures comply with federal provisions, state provisions, and College policies.

This training overview explains the search process and the roles of those involved.

A search committee is generally recommended for budgeted positions. For administrator, full-time faculty and staff recruitments at grade 31 and above, a college-wide search committee is required. The search committee primarily consists of the search committee chair and committee members – a search advocate may be embedded in the search. The search committee is expected to be a diverse group, in terms of gender and ethnicity, and at least one or more people must be familiar with the duties and responsibilities of the vacant position. Committee members collaborate to assist with identifying qualified candidates.

Search Committee Training

Training for search committee members is required in order to:

- Ensure compliance with federal and state provisions and College policies
- Achieve an effective and efficient search process
- Ensure fair and consistent hiring practices
- Conduct fair and thorough reviews of applicants
- Provide a well-documented search process

In order to participate in the College's search and selection process as a hiring manager, committee chair, committee member, or as a search advocate, you must have completed the MC Online Search Committee Training within the last two years. Online Search Committee Training is valid for two years. Each time you complete the training, a reference to that dated version will be included in your history. Before you can serve on the hiring committee, training completion will be verified.

Individuals who are not employees of the College, but may have to interact with the selected candidate in some capacity, may be invited to participate in the search and selection process by the hiring manager. In order for the external individual to participate in the process, the following steps are required:

- Hiring manager must get an approval from the Office of Human Resources and Strategic Talent Management (HRSTM).
- HRSTM must provide the external individuals with a copy of the MC Online Search Committee Training Overview and certification form.
- External individuals must sign and return the form certifying that they have received and read the College's Online Search Committee Training Overview.

Roles and Responsibilities

Recruiter

Human Resources and Strategic Talent Management (HRSTM) assigns a recruiter to manage the recruitment and hiring process, and to act as a resource by providing guidance and ensuring that the process is consistent with approved College policies and procedures. The recruiter is responsible for supporting the hiring manager by facilitating the recruitment process through posting of job announcements, sourcing candidates, ensuring a broad and diverse pool of applicants, screening applications and forwarding qualified candidates to the hiring manager. The recruiter is the first point of contact for resolving any recruitment related issues. Additionally, HRSTM is responsible for developing the necessary contracts or letters of employment upon completion of the necessary procedures, and for making any employment offer on behalf of the College.

In addition, the HRSTM recruiter, in collaboration with the hiring manager, participates in the first search committee meeting to review the importance of the following with the committee:

- Fair treatment of applicants
- Consistency during the search process
- Careful evaluation of applicants
- Bias-free search process

Hiring Manager

The hiring manager has the primary responsibility to initiate and monitor the recruitment process. The hiring manager is accountable for a timely and responsive screening and interview process. The hiring manager, in collaboration with the appropriate unit administrator, is responsible for making the final determination as to which candidate to hire. The hiring manager is also responsible for the submission of documentation related to the search.

The hiring manager is responsible for the following tasks throughout the hiring process:

- Ensure the position description is current and accurate
- Request the approval to recruit
- Identify Chair of Search Committee
- Identify committee members
- Maintain confidentiality
- Commitment to mitigating bias in the recruitment process
- Give charge to search committee
- For Faculty, the Dean determines the duties and responsibilities, requirements and preferences and submits to recruiter
- Participate in intake session with recruiter, search chair and search advocate, if applicable
- Create recruitment timeline in coordination with HRSTM and committee
- Review Applications
- Conduct Interviews
- Make hiring decision in collaboration with the appropriate unit administrator
- Inform committee on final hiring decision
- Inform internal candidate (s) of non-selection
- Conduct employment references
- Complete, approve and sign Affirmative Action Recruitment and Selection Report (AARSR)
- For faculty positions, Dean prepares faculty forms and makes job offer
- Work in collaboration with search chair, recruiter and search advocate

Search Committee Chair

The hiring manager can serve as the search committee chair or appoint another person to serve as the chair. The committee chair is responsible for effectively moving the search along the agreed timeline. He or she:

- Participate in intake session with recruiter, Hiring Manager and Search Advocate, if applicable
- Liaison between the hiring manager/administrative official and human resources
- Ensure charge is carried out
- Convene committee meetings
- Ensure self and search committee members are current with search committee protocol training
- Notify recruiter of any search committee member changes
- Work with committee to develop interview questions and benchmarks
- Work with committee to develop teaching demonstrations with benchmarks for faculty recruitment only
- Screen applications and other materials
- Contact candidates to schedule interviews and coordinate logistics
- Conduct Interviews
- Ensure proper records are documented
- Maintain confidentiality
- Commitment to supporting a bias-free recruitment process
- Prepare strengths and weaknesses to present to the hiring manager
- Perform duties of committee member
- Perform other duties as assigned by hiring manager/administrative official or human resources
- Work in collaboration with hiring official, search committee, recruiter and search advocate

Search Committee Members

Throughout the search process, search committee members serve as agents of Montgomery College. Their role is to participate, assist in identifying qualified candidates and maintaining the integrity of the search process. Specific responsibilities include:

- Ensure search committee training is up-to-date
- Develop interview questions and benchmarks
- Screen applications and other materials
- Attend all committee meetings
- Conduct interviews
- Participate in determining strengths and weaknesses of candidates
- Participate in discussions
- Maintain confidentiality
- Commitment to supporting a bias-free recruitment process
- Perform other duties as assigned by Search Committee Chair
- Work in collaboration with search chair, recruiter and search advocate

Search Advocate

A search advocate may be embedded in the search to enhance the equity, validity, diversity and inclusion of the recruitment. In collaboration with the HRSTM recruiter, search advocates serve as a neutral process advisor to the search committee. Search Advocates are not voting members of the committee. More specific information regarding the role of the search advocate will be discussed at the initial search committee meeting.

PHASE 1: Approval to Recruit, Posting Job Announcement, Initial Review of Applications

Hiring Manager

Seek approval to begin recruitment

The hiring manager will go through the process of seeking position approval to begin recruitment.

Recruiter

Posting a Job Announcement

Once the position has been approved for recruitment, an HR Recruiter will create a requisition in Workday and work with the hiring manager and search committee chair to finalize the job announcement. Pre-screening questions may be used to assist the hiring manager in finding candidates who meet the minimum requirements for the position. The recruiter posts the job announcement on the College's internal and/or external career web pages. In most cases, openings will be posted internally for a limited period of time before externally posting. In discussion with the Hiring Manager additional sources may be identified to expand outreach.

Review Applications

The recruiter will screen all applications to determine which applicants appear to meet the minimum qualifications. The applications of qualified candidates will be reviewed by the hiring manager to confirm the initial screening and determine candidates to be forwarded to the committee, if relevant.

PHASE 2: Screening Candidates

Hiring Manager

The hiring manager will schedule an initial search committee meeting to review the overall search process, determine screening criteria, and discuss maintaining a bias free recruitment. If a screening grid is to be used, the screening grid and the rating methodology must be clearly explained and benchmarks defined.

Search Committee Members

At the beginning of the screening process, each member of the committee should disclose relationships with/knowledge of any candidates. Committee members are advised to recuse themselves from the process if the applicant is a relative or significant other. Furthermore, they are strongly advised not to search any applicant's name or information from the Internet (for example, Google and Facebook).

The search committee must understand the criteria by which each applicant will be measured. All committee members must have a shared understanding about the meaning of each criterion, how it relates to the position and the different ways an applicant may meet it.

The committee may choose to use a screening grid as a tool to review candidates. The screening grid enables the committee to determine a candidate's eligibility for interview. The screening grid also ensures that the candidates are evaluated in a consistent manner.

Once the committee has evaluated candidate applications and determined which candidates to interview. The committee will develop interview questions and benchmarks based on the requirements of the position. Interview questions should be objective, job-related, and focused on the knowledge, skills, and abilities necessary to perform the essential functions, duties, and responsibilities of the job. The use of behavior based questions is encouraged. HRSTM maintains a list of questions that can be referenced.

Below is an example of an interview question and benchmarks for a supervisory position.

Interview Question:

Think of a time when you had a miscommunication with a subordinate or colleague. Tell me how you handled that.

Benchmarks:

Benchmarks provide a frame of reference or standard for assessing the candidate's responses objectively and consistently. Benchmarks should be specific, measurable, and job-related. Candidate responses should, at minimum, match or exceed the benchmarks.

Responses to the interview question should be evaluated in terms of the following factors:

- Explanation of the task or challenge
- Steps taken to seek a solution
- Explanation of the outcome

Writing/Skills Demonstrations/Exercises:

Skills Assessments and/or teaching demonstrations may be used as a tool to assess a candidate's skill level. Skills Assessments will be conducted through the HRSTM online e-Skill platform. Teaching Demonstrations must be pre-approved by the HRSTM recruiter.

Requests for approval must include the following:

- Position title
- Position number
- Instructions to be given to the candidates
- Resources and equipment available to the candidates
- Benchmarks for evaluation
- Time allotted for the exercise

Candidates should be notified (before the interview) that there will be a demonstration as a component of the interview process. The disability access statement should be included.

For disability-related accommodations, please call **240-567-5353** or submit your request by e-mail to HRSTM@montgomerycollege.edu at least two weeks in advance.

Search Committee Chair

The search committee chair convenes committee members to discuss candidates. At this time, the committee discusses who meets or exceeds the minimum requirements. The committee determines the best qualified individuals to be invited for interview.

The search committee chair forwards the list of potential candidates for interview to the hiring manager for his or her approval. Once the list is approved, the chair continues with the next step, which is to invite candidates for interview. To protect the integrity of the process, the hiring manager contacts internal employees who were interviewed but not selected. Additionally the hiring manager should directly contact applicants in their supervisory chain who were not selected for interview.

Candidates should be notified (before the interview) that there will be a demonstration as a component of the interview process. The disability access statement should be included.

For disability-related accommodations, please call **240-567-5353** or submit your request by e-mail to HRSTM@montgomerycollege.edu at least two weeks in advance.

PHASE 3: Conducting Interviews and Evaluating Candidates for Hire

The purpose of an interview is to better assess and understand a candidate's skills, experience, and background. The interview should also provide an opportunity for the candidate to gain a better understanding of the College, culture, and expectations of the position.

Search Committee Members

Conducting interviews is perhaps the most important responsibility for committee members. Only objective, job-related questions, should be discussed, evaluated, and noted during the search process. To minimize interruptions and to ensure confidentiality, committee members should conduct interviews away from the work location. The hiring manager may choose to attend or participate in initial interviews. When all of the scheduled interviews are completed, the committee will document the strengths and weaknesses of each candidate. The search committee does not recommend or rank candidates for the hiring manager.

During interviews, search committee members may take notes about a candidate's responses to interview questions or one member of the committee may be designated to take notes for the committee. Any notes taken during the interview process must be destroyed upon completion of the interview. The committee will evaluate the candidate's skills and experience in comparison to the benchmarks.

Search Committee Chair

The search chair will provide all of the necessary recruitment related information to the hiring manager.

The search committee chair may work with the hiring manager to provide written summary of the search process. In addition, the search chair will provide the hiring manager with the following:

- List of candidates interviewed
- Committee's summary of candidate strengths and weaknesses
- Supporting documentation (any written or skills exercises/demonstrations, portfolios, if applicable)

PHASE 4: Making the Hiring Decision

Hiring Manager

The hiring manager is responsible and accountable for ensuring that the search and selection process is fair and complies with federal provisions, state provisions, and College policies. The hiring manager's task is to review the committee's summary of strengths and weaknesses and determines which candidates to invite for additional interviews. The hiring manager will confer with the appropriate administrator to determine candidate to be hired. The hiring manager is responsible for completing reference checks and completing and submitting the recruitment related documentation/report. All reference checks must be professional references with a minimum of 2 references from previous supervisors. Verbal reference requirements are as follows:

- For staff positions, three verbal references are required.
- For full-time faculty positions, two verbal references are required.

Note: If the candidate is internal, no verbal reference is required. Hiring manager has the option of reviewing performance evaluations instead of verbal references.

Administrator

The Administrator may choose to interview the final candidate for hire. They will review the final recruitment report submitted by the hiring manager. Once Administrator and hiring manager are in agreement of the final candidate for hire, the Administrator will sign and approve the AARSR report.

PHASE 5: Completing the Hiring Process and Making an Offer

Before any offer is made, the recruiter reviews the AARSR for compliance. If satisfied, recruiter or the dean follows these steps in concluding the hiring process:

- A. For staff positions, recruiter:
 1. Works with Compensation team to determine salary placement
 2. Extends verbal offer
 3. Determines the start date
 4. Prepares and sends offer letter
 5. Requests background check
 6. Sends non-selection letters or e-mails
 7. Onboards new hire.
- B. For full-time faculty positions:
 1. The Dean:
 - a. Works in collaboration with the recruiter to determine initial salary placement and rank.
 - b. Extends verbal offer and notifies recruiter of outcome.
 2. Recruiter:
 - a. Emails faculty hire forms to new faculty member.
 - b. Initiates background check.
 - c. Onboards new hire.

Contact Information

For computer-related problems: IT Service Desk, Ext. **77222**

For applicant pool access issue: HRSTM, Ext. **75353**

Recruitment Team Members:

Edesa Ashourian	Ext. 77138
Patricia Mason	Ext. 75373
Roz Sanders	Ext. 79180
Joanna Kong	Ext. 79163
Maria Bedenbaugh	Maria.bedenbaugh@montgomerycollege.edu

Human Resources Internal Consultants:

Rockville Campus and Gaithersburg Business Training Center
Carla Ammerman Ext. 75351

Germantown Campus and Central Services
Leslie Jones Ext. 79169

Silver Spring/Takoma Park Campus and Westfield
Ashley Roberts Ext. 72492