
Chapter: Personnel

Modification No. 003

Subject: **Recruitment and Appointment Procedures for Administrative Staff**

I. General

- A. The President has overall responsibility for the recruitment, selection and appointment of all administrative, associate and support staff, subject to confirmation by the Board of Trustees.
- B. The Vice President of Human Resources, Development, and Engagement, under the general supervision of the Senior Vice President for Administrative and Fiscal Services, has primary responsibility for coordinating and administering the policies and procedures relating to staff employment practices. It is the responsibility of the Vice President of Human Resources, Development, and Engagement, in consultation with the Chief Equity and Diversity Officer, to monitor all selection procedures for compliance with applicable equal employment opportunity guidelines.
- C. As perspectives change at any vital organization such as Montgomery College, the needs of an administrative staff position also often change. Whenever a vacant administrative staff position occurs, the appropriate senior vice president should consult with the President before the recruitment and selection process begins to determine if changed circumstances or needs should be reflected in the job description and the recruitment and selection process.
- D. To ensure that the College's personnel needs are met as expeditiously as possible and as a courtesy to applicants for administrative staff positions, the recruitment and selection process should be completed within 100 days, except when it is necessary to reopen a search.
- E. It is expected that College employees will conduct an internal and external recruitment effort to fill a vacant administrative position vacancy. However, if a regular College employee has been satisfactorily performing the duties assigned to the vacant position for at least one year, and a recruitment effort has not be initiated, the President may assign the employee to the vacant position on a regular basis. This assignment will be made only in exceptional circumstances where institutional concerns are significant enough to make it unwise or extremely difficult to conduct a search. In making such an assignment, the President will consider relevant issues, including diversity.
- F. Selection of employees to serve as acting or on an interim basis should be based on the broadest possible internal pool to allow maximum opportunity for those seeking professional development opportunities to be considered.
- G. The three primary internal parties to a recruitment and selection process are the employing administrative supervisor, the Office of Human Resources, Development, and Engagement, and the Review Committee. Their basic roles in the process are as follows:

Employing Administrative Supervisor - The employing administrative supervisor is the responsible officer in the process and is ultimately accountable for its

outcome.

Office of Human Resources, Development, and Engagement - The Office of Human Resources, Development, and Engagement facilitates and expedites the process and acts as a resource for technical service and advice. After consultation as needed with the appropriate senior vice president, the Vice President of Human Resources, Development, and Engagement makes the final decision on position placement, salary and related personnel matters. Disagreements or requests for exceptions will be transmitted through the Vice President of Human Resources, Development, and Engagement to the President for resolution.

Review Committee - The review committee assists the employing administrative supervisor but makes no hiring decisions in the process.

II. Recruitment and Selection Process

The following paragraphs contain the procedures to be used in filling actual or anticipated vacancies in authorized administrative staff positions. The Vice President of Human Resources, Development, and Engagement is responsible for coordinating the implementation of the following procedures. Any modification or exception to these procedures must be approved by the President.

In initiating the recruitment and selection process for a specific position, the employing supervisor must complete the Recruitment Authorization Form for Administrator Positions (MC 3.043) and forward the form through the appropriate administrative staff for approval. The recruitment and selection process will be accomplished in accordance with the following procedures.

A. Recruitment

The primary responsibility for recruiting candidates for administrative staff positions rests with the Vice President of Human Resources, Development, and Engagement. Recruitment can begin only after a completed Recruitment Authorization Form has been received by the Vice President of Human Resources, Development, and Engagement with the appropriate approval from all individuals designated on the form.

This completed form (MC 3.043) identifies the position, includes a copy of the current position description, suggests recruitment sources, and proposes the make up of a review committee (or requests exception from such requirements). A proposed detailed time schedule to be adhered to should also be attached to this form. Approval of the President, or the President's designee, is required for initiation of a recruitment effort. The form also requires approval of other supervisory personnel, as appropriate, and the approval of the Chief Equity and Diversity Officer and the Vice President of Human Resources, Development, and Engagement for the specific details of the recruitment effort.

B. Vacancy Announcements

In accordance with Montgomery College's policy of upward mobility, the Vice President of Human Resources, Development, and Engagement will develop and distribute an internal announcement of the position. The Vice President of

Human Resources, Development, and Engagement will also develop an external announcement of the position if necessary and is responsible for proper distribution of all advertisements, notices and letters as required. The Office of Human Resources, Development, and Engagement will forward a copy of the advertisement to the employing administrative supervisor. The starting salary range will be included in internal and external announcements. In areas where underutilization has been identified, additional efforts must be made to recruit members of underutilized protected classes.

C. Review Committee

A review committee will be selected by the employing administrative supervisor to assist in reviewing applications, in making recommendations to the employing administrative supervisor regarding candidates to be interviewed, in interviewing candidates, and in recommending acceptable candidates to the employing administrative supervisor. The committee members will be listed in the Recruitment Authorization Form.

D. Acknowledgment of Resume Receipt

Only resumes received by the stated deadline date will be considered. All resumes received in response to the recruitment notices and advertisements will be promptly acknowledged by the Office of Human Resources, Development, and Engagement. Included with the acknowledgment will be an Affirmative Action Data Form to be completed and returned to the Chief Equity and Diversity Officer.

E. Evaluation of Applicant Pool

In an effort to determine to the best of its ability the protected class status of individuals in the applicant pool, each applicant will be furnished with an Affirmative Action Data Form to complete and return to the Chief Equity and Diversity Officer. At the close of the announced period for receiving resumes for administrative staff positions, the Chief Equity and Diversity Officer, in consultation with the Vice President of Human Resources, Development, and Engagement, will evaluate the applicant pool to determine whether it is representative of protected classes based on their availability. If they conclude that the applicant pool is not representative, the Vice President of Human Resources, Development, and Engagement will extend the deadline for applications and expand recruiting efforts. If they conclude that the pool is representative, the Vice President of Human Resources, Development, and Engagement will proceed with the screening, interview and selection process.

F. Screening Process

The Office of Human Resources, Development, and Engagement will screen all resumes to determine which applicants meet the advertised qualifications.

The employing administrative staff supervisor, the Chief Equity and Diversity Officer and the Vice President of Human Resources, Development, and Engagement or his or her representative will orient the review committee before the committee members begin their assignment. The review committee will review the resumes of those deemed qualified and marginally qualified by the

Office of Human Resources, Development, and Engagement to determine a pool of 10 to 20 applicants who appear most qualified.

The employing administrative supervisor will review the resumes of the group selected by the committee, and any others he/she may wish to review from the entire group of applicants, after having reviewed a list and summary of the qualifications of all of the other applicants. At this point, the employing administrative supervisor may choose to recommend that the position be readvertised.

After this review, the Office of Human Resources, Development, and Engagement will solicit administrative application forms (as well as any other relevant information which may be judged useful) from those candidates selected by the employing administrative supervisor. Other information might include position papers prepared by the candidates on topics related to the responsibilities of the position and/or writing samples. At this point, the Office of Human Resources, Development, and Engagement will notify all candidates not selected for further consideration of the status of their candidacy.

After review of completed administrative application forms and other documents as appropriate, the review committee will recommend applicants for interviews. The chair of the committee will provide the employing administrative supervisor with an alphabetical listing of candidates recommended by the committee for interviews. Preferably there should be a primary list of no more than five persons, with possibly a back-up list of similar length.

The employing administrative supervisor will review and discuss this list as appropriate, select the candidates to be interviewed, and so advise the Office of Human Resources, Development, and Engagement. (If the employing administrative supervisor is not the President or a senior vice president, the employing administrative supervisor will provide the President or appropriate with a full progress report on the status of the process to this point, including a description of the candidates and their relative qualifications. If the President or appropriate senior vice president deems it appropriate, the position may be readvertised.)

G. Interviews

The Office of Human Resources, Development, and Engagement will contact those individuals selected for interviews, schedule the interviews, make travel arrangements, and request any additional information needed. Each interviewee will participate in:

1. An orientation and salary and benefits review in the Office of Human Resources, Development, and Engagement.
2. An interview by the review committee.
3. An interview by the employing administrative supervisor.

The review committee will forward to the employing administrative supervisor the names of those candidates deemed acceptable, indicating the strengths and weaknesses of each candidate, or will recommend additional interviews.

H. Selection

After considering the recommendations made to him/her, the employing administrative staff supervisor will decide on the leading candidates and will conduct a reference check.

Reference checks should be complete and to the extent possible should determine the accuracy and completeness of all information concerning dates of employment, position and duties, compensation and performance. The reference check must include current and previous supervisors of the candidates and must be structured with questions based on interviews, materials submitted and position needs. Personal references may be checked but should not be the sole source of information on an applicant's record.

If the employing administrative staff supervisor decides that additional interviews should be conducted, the process will be repeated from the appropriate point above.

Upon deciding on the leading candidate and after obtaining satisfactory references on that candidate, the employing administrative supervisor will submit the completed Affirmative Action Recruitment and Selection Report to the Chief Equity and Diversity Officer for approval.

I. Recommendation for Appointment

Upon the approval of the Affirmative Action Recruitment and Selection Report by the Chief Equity and Diversity Officer, the employing administrative staff supervisor will submit a recommendation for appointment to the Vice President of Human Resources, Development, and Engagement. This recommendation will include a report on the candidate's background, the criteria upon which the selection is based, the approved Recruitment and Selection Report sign-off sheet and the reference letters and memoranda of phone reference checks.

The Vice President of Human Resources, Development, and Engagement will determine a salary placement after consultation with the employing administrative staff supervisor.

The Vice President of Human Resources, Development, and Engagement will coordinate the notification of the candidate regarding his or her "leading candidate" status. If the recommendation for appointment is approved, the Vice President of Human Resources, Development, and Engagement or designee will inform the candidate of the proposed salary determination and determine a potential start date for the candidate. At this point, the candidate must be informed that employment should not be considered official until he or she has received a contract signed by the President. If the candidate agrees to the salary determination and start date, the Vice President of Human Resources, Development, and Engagement will then consolidate all pertinent documents and prepare the recommendation for appointment, noting the salary determination and start date. The recommendation of the Vice President of Human Resources, Development, and Engagement will contain the following attachments:

1. The employing administrative supervisor's "recommendation for

appointment" report.

2. The original administrative staff application and other appropriate application documents.
3. The Affirmative Action Recruitment and Selection Report sign-off sheet for the position.
4. Three or more letters of recommendation and memoranda of telephone reference checks, preferably from former supervisors.
5. Official transcripts of degrees earned. If the College has not received official transcripts and the recommended candidate has requested them in writing with a copy of the request to the Vice President of Human Resources, Development, and Engagement, and if academic credentials have been verified by telephone, the Vice President of Human Resources, Development, and Engagement may include a written statement indicating the results of efforts made to verify academic credentials in temporary lieu of receipt of the official transcripts. The receipt of official transcripts for all degrees earned is a condition of employment and the recommended candidate must be informed that failure to submit such official transcripts may subject an employee to immediate discharge.

J. Approval and Appointment of Recommended Candidate

The Vice President of Human Resources, Development, and Engagement will forward the recommendation for appointment packet to the President through the appropriate senior vice president for approval. The President will make the appointment decision after considering the recommendation. The appointment is subject to confirmation by the Board of Trustees.

When the recommendation for appointment has been approved by the President, the approved appointment packet will be returned to the Vice President of Human Resources, Development, and Engagement. As the final condition of employment, the Vice President of Human Resources, Development, and Engagement will arrange for the appointee to complete any pre-employment physical examination required in accordance with College policies and procedures. The Vice President of Human Resources, Development, and Engagement will have an offer letter and two copies of the Administrative Staff Employment Agreement prepared for forwarding to the appointee for his or her signature when the physical examination requirement has been satisfied. When the copies of the Agreement are returned to the Office of Human Resources, Development, and Engagement, the Vice President of Human Resources, Development, and Engagement will forward them to the President for signature and dating.

After signing and dating the agreement, the President will return both copies to the Office of Human Resources, Development, and Engagement. The Vice President of Human Resources, Development, and Engagement will have the original agreement placed in the appointee's personnel file.

The Office of Human Resources, Development, and Engagement will notify each

unsuccessful candidate who submitted a completed administrative staff application that the recruitment/selection process for the advertised position has been completed.

K. Final Administrative Procedures

1. Orientation

The Vice President of Human Resources, Development, and Engagement will arrange for a planned, systematic orientation program for each new administrative staff member. The purposes of the orientation program are to:

- a. Decrease the amount of time between initial employment and full performance.
- b. Inform new employees of their rights and responsibilities as well as the details of their benefits programs.
- c. Increase understanding of their individual roles and relationships in the College and community.

2. Completion of Forms

The following documents will be given to new administrative staff and their receipt shall be acknowledged by the new employee. Material identified with an asterisk shall be completed and returned to the appropriate office within the specified time frame. The acknowledgment shall state that submittal of completed executed forms is a condition of employment and the failure to submit the documents and/or submittal of inaccurate information may subject an employee to disciplinary action up to and including discharge.

- a. Copy of administrative staff member's employment agreement.
- b. Montgomery College Information Handbook.
- c. Information concerning the retirement systems and related enrollment forms.*
- d. Certificate of TB Health Examination form.*
- e. Information on the College insurance plans and refusal cards.*
- f. Tax withholding forms.*
- g. Other appropriate information and forms concerning College benefit programs.*
- h. A copy of the job description for the position.
- i. Financial Disclosure Forms which are to be completed and returned directly to the State Ethics Commission.*

- j. Confidentiality Statement.*
- k. Statement for administrative staff hired for positions subject to funding sources other than the operating budget.*
- l. Medical Consent Form.*
- m. Acknowledgment of what money can be withheld at termination.*
- n. Acknowledgment that official transcript remains to be submitted, if appropriate.*
- o. Appropriate employment verification forms required under Federal law.*

Upon receipt of pertinent, fully completed forms, the Vice President of Human Resources, Development, and Engagement will initiate a Personnel Action Form 7.352 to place the new employee on the College payroll.

The Vice President of Human Resources, Development, and Engagement will ensure that all applicable documents are placed in the employee's personnel file or maintained or distributed as appropriate.

The employing supervisor will provide additional orientation for the new employee in regard to detailed requirements and objectives of the job, performance expectations, organizational relationships and other related matters. See also paragraph above on Orientation.

L. Applicant Flow Log

The Vice President of Human Resources, Development, and Engagement shall maintain an applicant flow log containing a list of all applicants for each available position, identification of race, sex, national origin, and other protected class status, and the disposition of the application. The Vice President of Human Resources, Development, and Engagement, in consultation with the Chief Equity and Diversity Officer, is responsible for monitoring all selection policies and procedures for compliance with applicable equal employment opportunity guidelines.

Administrative Approval: September 21, 1987; October 23, 2000; April 28, 2014 (administrative corrections only).