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Chapter: Personnel

Modification No. 004

Subject: **Recruitment and Appointment Procedures for Support and Associate Staff**

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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 and Employee Engagement & Labor Relations, 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 and Employee Engagement & Labor Relations, in consultation with the Director of Equity & Diversity, to monitor all selection procedures for compliance with applicable equal employment opportunity guidelines.
- C. The Office of Human Resources will conduct internal and external recruitment efforts to fill a vacant Staff position. The Vice President of Human Resources and Employee Engagement & Labor Relations will conduct an internal only recruitment effort if requested by the senior administrator requesting the position. 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 been initiated, the Vice President of Human Resources and Employee Engagement & Labor Relations, after consultation with the Director of Equity and Diversity, 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 Vice President of Human Resources and Employee Engagement & Labor Relations will consider relevant issues, including diversity.
- D. 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.

II. Recruitment and Selection Process

The following paragraphs contain the procedures to be used in filling authorized support and associate staff position vacancies. The recruitment and selection process will be accomplished in accordance with the following procedures.

A. Recruitment

The primary responsibility for recruiting candidates for associate and support staff positions rests with the Vice President of Human Resources and Employee Engagement & Labor Relations. Recruitment can begin only after Recruitment and Staffing Authorization Form (MC 4.203) has been received by the Vice President of Human Resources and Employee Engagement & Labor Relations with the appropriate approval from all individuals designated on the authorization

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form. This form (MC 4.203) identifies the position, includes recruitment justification, contains position description information, suggests recruitment sources, and identifies who will interview the candidate (the individual or committee members if the supervisor chooses to use a committee). The form requires approval of senior vice president or the President for initiation of a recruitment effort. The form also requires approval of other supervisory personnel as appropriate and the approval of the Director of Equity and Diversity and the Vice President of Human Resources and Employee Engagement & Labor Relations for the specific details of the recruitment effort.

B. Vacancy Announcements

In accordance with Montgomery College's policy of upward mobility, an internal announcement of the position will be developed and appropriately distributed by the Vice President of Human Resources and Employee Engagement & Labor Relations. The Vice President of Human Resources and Employee Engagement & Labor Relations will also develop an external announcement of the position when appropriate and will be responsible for proper distribution of all advertisements, notices and letters as required. In areas where underutilization has been identified by the Director of Equity and Diversity, additional efforts must be made to recruit members of protected classes.

C. Evaluation of Applicant Pool

1. Montgomery College has a responsibility to determine to the best of its ability the protected class status of individuals in the applicant pool. In an effort to collect this data, each applicant will be furnished with an Affirmative Action Data Form to complete and return to the Director of Equity and Diversity. At the close of the announced period for receiving applications, the Director of Equity and Diversity, in consultation with the Vice President of Human Resources and Employee Engagement & Labor Relations, 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 and Employee Engagement & Labor Relations will extend the deadline for applications and expand recruiting efforts. If they conclude that the pool is representative, the appropriate employing supervisor may proceed with the screening and selection process.
2. An adequate applicant pool is defined as consisting of no less than three applicants (internal or external) that meet the required position qualifications.

D. Screening Process and Interviews

Staff of the Office of Human Resources will promptly acknowledge receipt of all letters, resumes and/or applications and will expeditiously review such materials to determine which applicants sufficiently meet the prescribed qualifications. The applications of those considered to be qualified will be given to the employing supervisor for consideration with respect to the vacant position. With the assistance of the review committee, if one is utilized, the employing supervisor will determine which of the applicants should be interviewed.

The employing supervisor will notify the Vice President of Human Resources and Employee Engagement & Labor Relations as to which candidates are to be interviewed by the supervisor and/or the committee. Upon approval of the Vice President of Human Resources and Employee Engagement & Labor Relations, the Office of Human Resources may add applicants to be interviewed by the employing supervisor. The staff of the Office of Human Resources will send associate and support staff applications to all candidates to be interviewed who have previously only submitted resumes. In addition, the staff of the Office of Human Resources will schedule all interviews, both with the Office of Human Resources for a review of benefits/credentials and with the employing supervisor and/or review committee.

E. Selection and Documentation

The employing supervisor (and the review committee if utilized) will assess each candidate based upon applications, interviews and skills tests and licenses where applicable. Selection of the candidate deemed best qualified is based on a process which involves, at minimum, a review of applications, supportive materials (if utilized), and interviews. The employing supervisor will make the selection based upon the information accumulated during this process and will submit a completed Affirmative Action Recruitment and Selection Report (3.043 e) to the Director of Equity and Diversity for determination of compliance with Affirmative Action Guidelines.

F. Recommendation

Upon receipt from the Director of Equity and Diversity of the determination of compliance, staff of the College Office of Human Resources will coordinate reference checks on the recommended candidates. The Office of Human Resources shall be solely responsible for making the employment offer to the selected candidate. The Office of Human Resources will consolidate all pertinent documents and prepare a written offer letter which is submitted to the Vice President of Human Resources and Employee Engagement & Labor Relations for signature. Submitted with the offer letter are the following:

1. The original employment application form (MC 4.162).
2. Skills tests, where appropriate.
3. Copies of licenses required by the classification of the position if appropriate.
4. Official transcripts of degrees earned, if appropriate. 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 and Employee Engagement & Labor Relations, and if academic credentials have been verified by telephone, the Vice President of Human Resources and Employee Engagement & Labor Relations 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.

5. Where appropriate, evidence of completion of pre-employment physical examination requirement as well as verification of evidence of freedom from active tuberculosis in accordance with Montgomery College Procedure 31105, Medical Exams.
6. Proposed salary.
7. A copy of the recommendation portion of the Affirmative Action Recruitment and Selection Report.

G. Appointment

1. The Vice President of Human Resources and Employee Engagement & Labor Relations will make an appointment offer after consultation with the employing supervisor. This appointment is subject to confirmation by the Board of Trustees.
2. The employment offer and one carbon copy are sent to the candidate. The candidate is required to acknowledge receipt of, and concurrence with, the written offer of employment by signing the copy of the letter and returning it to the Vice President of Human Resources and Employee Engagement & Labor Relations.

H. Final Administrative Procedures

1. Staff of the College Office of Human Resources will inform those applicants who were not selected for the position of the status of their candidacy.
2. After receiving from the appointee the signed offer of employment the Vice President of Human Resources and Employee Engagement & Labor Relations will arrange for a planned, systematic orientation program for each new employee. 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 applicable benefits programs.
  - c. Increase understanding of their individual roles and relationships in the College and community.
3. The following documents will be given to the new associate and support 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 is grounds for rejection as an employee and/or may subject an employee to disciplinary action up to and including discharge.

- a. Montgomery College Information Handbook, and collective bargaining agreement where appropriate.
  - b. Copy of staff offer letter.
  - c. Information concerning the retirement systems and related enrollment forms.\*
  - d. Certificate of TB Health Examination Form where appropriate per Montgomery College Procedure 31105, Medical Exams.\*
  - 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 class specification for the position being filled.
  - i. Confidentiality statement and a statement describing any special compliance responsibilities of the position for which the failure to perform may subject the employee to appropriate disciplinary action.
  - j. Statement for associate and support staff hired for positions subject to funding sources other than the operating budget. (For example, positions in the Continuing Education and Auxiliary Enterprises units and positions funded by outside grants.)
  - k. If appropriate, Financial Disclosure Forms which are to be completed and returned directly to the State Ethics Commission.
  - l. Medical consent forms.
  - m. Acknowledgment that pay may be withheld for cost of uniforms etc.\*
  - n. Acknowledgment that official transcript must be submitted, if appropriate.
  - o. Appropriate employment verification forms required under Federal law.\*
4. Upon receipt of pertinent forms, the Vice President of Human Resources and Employee Engagement & Labor Relations will initiate a personnel action form (MC 4.266) to authorize the placement of the new employee on the College payroll.
  5. The Vice President of Human Resources and Employee Engagement & Labor Relations will ensure that all applicable documents are placed in the employee's personnel file or maintained or distributed as appropriate.

6. 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.

- I. Eligibility Files

1. Establishment of Eligibility Files: Files of qualified applicants for various categories of employment shall be established and maintained by the Vice President of Human Resources and Employee Engagement & Labor Relations.
2. Duration of Eligibility Files: Generally, associate and support staff applications are retained in the eligibility files for a period of no less than two years. However, depending on circumstances, eligibility files may be extended beyond that date by the Vice President of Human Resources and Employee Engagement & Labor Relations.
3. Applicants for associate and support staff positions shall be informed that such applications are generally retained in the eligibility files for a period of two years and that it is the applicant's responsibility to update and/or maintain a current application.

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