



Operating Protocol & Procedure

Details

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Purpose

To establish procedures for recruiting, selecting, hiring, and onboarding faculty, instructors, APT, and classified employees.

Applicability

Hiring Managers and Search & Screen Committee members.

Definitions

Applicant Tracking System – The software used to administrate the receipt, processing, and disposition of applications for open positions. Hereafter referred to as ATS.

APT – An Administrative/Professional/Technical employee exempted from the State of Colorado, Department of Personnel and Administration (DPA) Board Rules and Director's Administrative Procedures; also referred to as a non-classified employee.

Appointing Authority – President of the College, or designee, with the authority to approve hires and terminate employment.

Bandings – The process of consolidating all Search and Screen Committee member's individual ratings into a single candidate rating.

Classified Employee – An employee subject to the State of Colorado, Department of Personnel and Administration (DPA) Board Rules and Director's Administrative Procedures.

Hiring Manager – The individual responsible for the hiring decision of a faculty or staff position, typically the direct supervisor, but may be the cost center manager or second-level supervisor.

Onboarding – The process of helping new employees become full contributors to the college.

Orientation – A single event that introduces the new employee, regardless of position, to general information about the college, such as culture, protocols, benefits, and history.

Rating categories – The possible ratings for each candidate used both by individual Search and Screen Committee members and the Committee as a whole when determining an overall candidate rating.

Search and Screen Committee – A committee formed for the purpose of conducting a search and screening materials submitted by applicants in a fair, unbiased, and objective manner, and identifying a diverse pool of qualified applicants to fill a position vacancy. Hereafter referred to as SSC or Committee.

Ultimus – The PCC workflow software for the processing of various administrative procedures.

References

The Equal Pay for Equal Work Act [C.R.S. § 8-5-101 *et seq.*]
(<https://leg.colorado.gov/bills/sb19-085>)

Board Policy 3-10, Administration of Personnel
(<https://cccs.edu/policies-and-procedures/board-policies/bp-3-10-administration-of-personnel/>)

System Procedure 3-10a, Employment Background Checks
(<https://cccs.edu/policies-and-procedures/board-policies/bp-3-10-administration-of-personnel/>)

PCC Operating Protocol & Procedure 200, Administration of Employees
(<https://pueblocc.edu/cmsinternet/xml/OPP/200/200.pdf>)

PCC Operating Protocol & Procedure 205, Temporary Positions
(<https://pueblocc.edu/cmsinternet/xml/OPP/200/205.pdf>)

PCC Operating Protocol & Procedure 214, Employee-Job Applicant Disability Accommodation
(<https://pueblocc.edu/cmsinternet/xml/OPP/200/214.pdf>)

PCC Operating Protocol & Procedure 221, Travel Expense Reimbursement for Applicants
(<https://pueblocc.edu/cmsinternet/xml/OPP/200/221.pdf>)

Attachments or Related Forms/Documents [procedure portions placed in attachments]

1. Guidelines for Administering Job Applicant/New Hire ADA Accommodation Request
2. Procedures for Hiring Faculty and Instructors
3. Procedures for Hiring APT Employees
4. Procedures for Hiring Classified Employees
5. Guidelines for Functioning of a Search and Screen Committee
6. Guidelines for Conducting Job Searches and Interviews

Operating Protocol

Pueblo Community College seeks to employ the highest quality faculty, APT, and classified employees while attracting and retaining a diverse workforce in full compliance with its obligations as an Affirmative

Action/Equal Opportunity institution. Regular faculty, APT, and classified vacancies are filled in accordance with these procedures. Nothing herein shall supersede, amend, or otherwise affect the terms and conditions of any statement of employment.

The President may modify these procedures and may approve a direct appointment when:

- An organizational restructure is planned that may result in changes to an existing position's responsibilities;
- A position is funded through auxiliary, grant, or other soft money that is limited to one year or less of funding;
- A position is acting or interim while a selection process is being initiated or is underway;
- Attempts to fill a position through a formal selection process have resulted in no viable candidates.

All vacancies are posted for a minimum of five (5) business days.

The Vice President of Human Resources, in conjunction with satellite campus leaders, is responsible for new employee orientation. The Vice President of Academic Support, in conjunction with student services, academic services, faculty, and satellite campus leaders, is responsible for new faculty and new instructor orientations. Supervisors are responsible for onboarding their employees.

Consideration is given only to applications received through the online ATS.

A candidate who requests assistive accommodations during the application, recruitment, or selection processes, or to perform the essential functions of the job for which they are applying is referred to HR (see Attachment 1).

A PERA retiree may be hired only into an interim or temporary part-time position and is limited to working only 110 days in a calendar year (or 140 days if approved by PERA).

A new hire may not commence working until all required employment documentation has been submitted to Human Resources, the results of the background check have been received, and HR has informed the Hiring Manager that the new hire may start.

An individual who believes they have not been permitted access to the benefits of this protocol may appeal via established complaint or grievance processes or may contact PCC HR at pcchr@pueblocc.edu or 719-549-3220.

Procedure

The following position vacancies are exempt from these procedures, but may require limited posting or campus notice in accordance with the Equal Pay Act:

1. Interim appointments for positions previously held by full-time employees, required to cover leaves, temporary assignments, or vacant leadership positions during the selection process.
2. Limited Faculty and Instructors.
3. Temporary Administrative/Professional/Technical positions.
4. Temporary positions through a temporary agency.

5. Reorganization or restructuring of existing departments or units that result in the reassignment of current employee(s) or position(s), including but not limited to alteration of duties, change of title, change of reporting line, or change of status from a classified to an at-will position.
6. Grant-funded positions of less than 18 months without the possibility of continued funding.

Interim and temporary staff positions and limited faculty positions do not require a formal selection process but must follow the Request to Hire and pre-employment procedures established below. Persons hired to fill these positions must meet the minimum qualifications of the regular position unless waived by the Vice President of Human Resources (VPHR).

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Procedures for hiring faculty positions and instructors are found in Attachment 2.

Procedures for hiring APT staff positions are found in Attachment 3.

Procedures for hiring classified staff positions are found in Attachment 4.

Attachment 1

Guidelines for Administering Job Applicant / New Hire ADA Accommodation Request

The Americans with Disability Act of 1990, As Amended (ADA), requires employers to provide equal opportunity in employment to Americans with disability, including when applying and being interviewed for a position and when hired. This means that PCC must provide a *reasonable accommodation* when requested by a job applicant, a new hire, or even a current employee with disability, engaging in *interactive discussion* between the applicant/new hire/employee, HR, medical provider, and supervisor to determine what steps the College can take to ensure the individual has an equal opportunity to work at PCC.

Hiring Managers, Search & Screen Committee members, and supervisors at all levels must know and comply with the requirements of the ADA when recruiting, selecting, hiring, and supervising employees with disability.

Rule 1 – when in doubt, contact Human Resources!

Rule 2 – be consistent with every applicant and employee!

Recruiting and Selecting

Most job applicants do not reveal a disability when applying for a position. However, if the applicant does, do not assume they are not qualified to perform the essential functions of the job. If the revealed disability does appear to disqualify an applicant, such as a totally blind applicant applying to be a driver, do not disqualify the applicant but contact HR (RULE 1).

An applicant may request an accommodation either when applying for a position or when selected for an interview. Such requests may include but are not limited to communication only by email, text or TTY, or to have an American Sign Language interpreter present during the interview. Contact HR to coordinate these accommodations.

For ALL applicants, you should ask if they have read the job description, understand the essential functions of the job, and can perform those functions with or without reasonable accommodation (RULE 2).

If an applicant says they can perform the essential functions of the job with or without reasonable accommodation, continue with the selection process.

If an applicant says they cannot perform the essential functions of the job even with a reasonable accommodation, they are not qualified for the job. However, contact HR to discuss the matter (RULE 1).

You may ask ALL applicants to describe or demonstrate how they will perform specific job functions (RULE 2).

If an applicant has a known disability that would appear to interfere with or prevent performance of a job-related function, you may ask them to describe or demonstrate how they would perform the function even if other applicants do not have to do so. For example, an applicant for a driving position only has one arm, but when asked they could indicate that the placement of a spinner knob on the steering wheel would enable them to drive, thereby meeting the requirement for performing the essential function of their job. The need for an accommodation does not disqualify the applicant for a job!

If an applicant has a known disability that would not appear to interfere with or prevent performance of a job-related function, you may not ask the applicant to describe or demonstrate how they would meet any requirement of the job. For example, an applicant for a driving position has a stutter, but since that does not impact on performance of the job, you cannot ask the applicant how they would perform the essential functions of the job.

You may provide to ALL applicants the regular work hours of the position, special work hours (early morning, weekends, etc...), leave policies (such as “blackout” periods when leave is not permitted), and ask if the applicant can meet these requirements (RULE 2).

In summary, treat every applicant equally and when in doubt, contact HR.

Hiring and Supervising

After an offer of employment has been made and accepted, a new hire may indicate a disability and the need for an accommodation. The individual should be referred to HR for discussion of their need in accordance with PCC Protocol & Procedure 214, Employee-Job Applicant Disability Accommodation Request.

A current employee may likewise seek from their supervisor an accommodation to modify or not perform certain essential functions of their job. The supervisor should assess the situation and clarify:

Is this a short-term request, such as only for a week or two?

Is this due to a non-work-related injury or accident?

What specific tasks can the employee not perform or need modified?

A supervisor may authorize in writing a defined short-duration (no more than 2 week) modification, but may not authorize an accommodation due to a medical condition or onset of disability. Refer the employee to HR.

CAUTION: *If a supervisor permits an employee to modify their job for a prolonged period, it may be claimed by the employee that a permanent accommodation has been granted and that they are no longer required to perform the tasks the supervisor modified or omitted from their job requirements! Remember Rule 1!*

Attachment 2
Procedures for Hiring Faculty and Instructors

This table reflects the previous protocol in a new format but without significant change.

Recruiting Regular Faculty	
Hiring Manager	<p>Work with HR (Talent Manager) to prepare the Job Description</p> <ul style="list-style-type: none"> • <u>New Position</u> – submit a new job description in Ultimus (Job Description or PDQ Update) • <u>Vacant/Existing Position</u> – submit a job description in Ultimus only if the current one has been revised/updated <p>Work with Dean and HR to establish an appropriate salary range.</p> <p>Submit in Ultimus (Authorization to Recruit) with job description attached to have position posted.</p> <p>Work with Talent Manager to determine:</p> <ul style="list-style-type: none"> • Will a Search & Screen Committee be used and who are its members, or will the Hiring Manager coordinate screening, interviews, and selection? • Will review of applications begin after a certain date, or will review of applications be given only to those received by a certain date? [CO law requires this be included in job postings]
HR	<p>Posts the job announcement on the PCC job site, the CCCS job site, and HigherEdJobs.com.</p> <p>Distributes an Employee Announcement noting the vacancy and instructions for applying.</p>
Hiring Manager and/or SSC	<p>May:</p> <ul style="list-style-type: none"> • Send an announcement to specialty websites, job boards, and professional organizations at the expense of the hiring department. • Distribute the job announcement to professional organizations and their own individual networks. <p>May begin reviewing applications once the announcement is posted.</p> <p>May not begin interviewing until the position has been posted for five (5) business days.</p>

Selecting Regular Faculty	
HR	<p>If Hiring Manager elects to use an SSC, Talent Manager briefs the Committee on its purpose and functioning (see Attachment 5).</p> <p>Minimum qualification questions on the job application automatically complete the minimum qualification screening.</p> <p>If no applicants meet the minimum qualifications, Hiring Manager or SSC (hereafter referred to collectively as Hiring Manager/SSC) work with HR to review non-qualified applicants to assess substitution of education and/or work experience to meet minimum qualifications.</p>
Hiring Manager/SSC	<p>Select qualified applicants for the interview process and schedule interviews as necessary (see Attachment 6).</p> <p>If a candidate withdraws from the process, Hiring Manager/SSC will ask them to do so in writing and will notify HR.</p> <p>Hiring Manager/SSC shall not remove or delete an applicant's profile in the ATS (HR will do this).</p> <p>Hiring Manager/SSC complete reference checks on the final candidates if references were not received with the application.</p> <p>Final candidate selected.</p> <p>Collaborate with HR to determine an appropriate salary to offer based on qualifications, experience, and education.</p>
Hiring Manager	<p>Discuss with respective leadership structure (Chair/Director, Dean, Vice President/Executive Dean) which applicant they wish to hire and why.</p>

Hiring Regular Faculty	
Hiring Manager	<p>Once approved by leadership structure, submit an email to the President requesting permission to make an offer to include:</p> <ul style="list-style-type: none"> • Candidate qualifications, experience, and education • Candidate CV • Expected salary <p>Copy HR and the SSC Chair, if applicable.</p> <p>Once approved by the President, make a verbal offer of employment to the selected candidate. The offer must include:</p> <ul style="list-style-type: none"> • The position being offered • The starting salary* • The <i>tentative</i> starting date • That the offer is contingent upon: <ul style="list-style-type: none"> ○ Submission of required employment documents to HR ○ Submission of authorization to work to HR ○ Successful completion of a background check <p>*(The Hiring Manager has a fiduciary responsibility regarding budgets while balancing the need to hire the most qualified candidate for a position. An offer should generally reflect the lower end of the salary range to permit flexibility to negotiate with the candidate. <i>Do not start at the top of the salary range!</i>)</p> <p>If the candidate accepts the verbal offer, notify HR of the terms of hire.</p> <p>If a candidate does not accept the offer, notify HR and provide the candidate's reason. Other qualified applicants may then be considered for an offer of employment.</p>
HR	<p>Sends an offer letter to the candidate, repeating the terms of employment offered verbally by the Hiring Manager.</p> <p>Once the candidate signs and returns the offer letter to HR:</p> <ul style="list-style-type: none"> • Informs the Hiring Manager of the acceptance. • Obtains necessary employment documents from the new hire and begins the background check.
Hiring Manager	<p>Submit Ultimus (Request to Hire)</p> <p>A faculty new hire begins the first faculty day of the academic year or semester; a faculty hired after the start of the academic year or the semester start may have their contracted pay adjusted to reflect their actual start day.</p>

HR	<p>Once the new hire has completed all pre-hire requirements:</p> <ul style="list-style-type: none"> • Notifies the Hiring Manager and confirms the start date. • HR notifies all candidates not selected for an interview of their non-selection and closes the position in the ATS.
Hiring Manager or SSC Chair	<p>Hiring Manager or SSC Chair notify all other interviewed candidates of their non-selection.</p> <p>All documents used by the Hiring Manager, SSC members, or others involved in the selection process are submitted to HR within 30 days of hiring a candidate.</p>

Difficult or Failed Searches

In the event a search fails to identify a qualified candidate, an offer is rejected by candidates who possess unique skills and experiences not possessed by other candidates, or other extenuating circumstances, the Hiring Manager may request a marketability adjustment to the starting salary. The Hiring Manager, Chair/Director, Dean, Vice President of Academic Support, Executive Dean (if appropriate) and VPHR collaborate to determine an appropriate increase and submit a marketability request to the President for approval.

Orientation and Onboarding

Human Resources informs Hiring Manager of the date of the monthly New Employee Orientation (NEO). HR, IT, Public Safety and other departments provide attendees with the basic knowledge needed by a new hire. Faculty are invited to attend this orientation.

Hiring Manager ensures the new hire attends the scheduled NEO.

Faculty leadership schedules a separate orientation for newly hired faculty and instructors prior to the start of the academic year and as necessary during the year.

Hiring Manager receives a New Employee Onboarding form from Ultimus once the Request to Hire is approved. This form provides a checklist of steps and activities the Hiring Manager must complete to ensure a meaningful onboarding experience for the new hire.

Hiring Manager completes the first day, first week, first month, and first quarter checklists in Ultimus. Completed checklists become part of the employee's personnel file.

Limited Faculty

It is not necessary to complete the formal selection process, but all limited appointments must be approved by the College President. If the selection process is used, it will follow that for regular faculty. The selected candidate must report to the Human Resources Office sufficiently in advance to begin employment on the first faculty day of the academic year or semester. Contracts are adjusted based on the first date of authorized employment if it is not at the beginning of the session or course.

Instructors

Department Chairs/Academic Directors (hereafter, “Chair/s”), under the supervision of the appropriate Dean, recruit and recommend the appointment of part-time instructors within their instructional areas; a search process is not required. Chairs interview applicants, review transcripts and resumes, and generate the Request to Hire form using Ultimus. Part-time instructors must meet the same credential requirements as faculty and shall not teach more than 21 semester credit hours during any one semester. Part-time instructors are paid a rate approved by the State Board. Individuals hired must report to the Human Resources Office sufficiently in advance to ensure all hiring requirements are completed to begin employment on the first day of the class session they are teaching. Contracts are adjusted based on the first date of authorized employment if it is not at the beginning of the session or course.

Instructors who have not been paid by the college in 120 days are required to be terminated in the Banner system. Human Resources provides advanced notice of the potential termination so the Chair can act to avoid the termination in Banner if desired. If acceptable to terminate, the Chair submits Separation from Position or Employment in Ultimus. Once an instructor has been terminated, the Chair must submit a new RTH and have the instructor complete a rehire packet, which may include a new background check if it has been more than a year since the previous background check was completed.

Attachment 3 Procedures for Hiring APT Employees

This table reflects the previous protocol in a new format but without significant change.

Recruiting APT	
Hiring Manager	<p>Work with HR (Talent Manager) to prepare the Job Description</p> <ul style="list-style-type: none"> • <u>New Position</u> – submit a new job description in Ultimus (Job Description or PDQ Update) <ul style="list-style-type: none"> ○ HR reviews the job description to determine the classification of the position (if deemed a State classified position, follow procedures in Attachment 4). • <u>Vacant/Existing Position</u> – submit a job description in Ultimus only if the current one has been revised/updated <p>Work with HR to establish an appropriate salary range.</p> <p>Submit in Ultimus (Authorization to Recruit) with job description attached to have position posted.</p> <p>Work with Talent Manager to determine:</p> <ul style="list-style-type: none"> • Will a Search & Screen Committee be used and who are its members, or will the Hiring Manager coordinate screening, interviews, and selection? • Will review of applications begin after a certain date, or will review of applications be given only to those received by a certain date? [CO law requires this be included in job postings]
HR	<p>Posts the job announcement on the PCC job site, the CCCS job site, and HigherEdJobs.com.</p> <p>Distributes an Employee Announcement noting the vacancy and instructions for applying.</p>
Hiring Manager and/or SSC	<p>May:</p> <ul style="list-style-type: none"> • Send an announcement to specialty websites, job boards, and professional organizations at the expense of the hiring department. • Distribute the job announcement to professional organizations and their own individual networks. <p>May begin reviewing applications once the announcement is posted.</p> <p>May not begin interviewing until the position has been posted for five (5) business days.</p>

Selecting APT	
HR	If Hiring Manager elects to use an SSC, Talent Manager briefs the Committee on its purpose and functioning (see Attachment 5).

	<p>Minimum qualification questions on the job application automatically complete the minimum qualification screening.</p> <p>If no applicants meet the minimum qualifications, Hiring Manager or SSC (hereafter referred to collectively as Hiring Manager/SSC) work with HR to review non-qualified applicants to assess substitution of education and/or work experience to meet minimum qualifications.</p>
Hiring Manager/SSC	<p>Select qualified applicants for the interview process and schedule interviews as necessary (see Attachment 6).</p> <p>If a candidate withdraws from the process, Hiring Manager/SSC will ask them to do so in writing and will notify HR.</p> <p>Hiring Manager/SSC shall not remove or delete an applicant's profile in the ATS (HR will do this).</p> <p>Hiring Manager/SSC complete reference checks on the final candidates if references were not received with the application.</p> <p>Final candidate selected.</p> <p>Collaborate with HR to determine an appropriate salary to offer based on qualifications, experience, and education.</p>
Hiring Manager	<p>Discuss with respective leadership structure (Director, Vice President/Executive Dean) which applicant they wish to hire and why.</p>

Hiring APT	
Hiring Manager	<p>Once approved by leadership structure, submit an email to the President requesting permission to make an offer to include:</p> <ul style="list-style-type: none"> • Candidate qualifications, experience, and education • Candidate resume • Expected salary <p>Copy HR and the SSC Chair, if applicable.</p> <p>Once approved by the President, make a verbal offer of employment to the selected candidate. The offer must include:</p> <ul style="list-style-type: none"> • The position being offered • The starting salary* • The <i>tentative</i> starting date • That the offer is contingent upon: <ul style="list-style-type: none"> ○ Submission of required employment documents to HR ○ Submission of authorization to work to HR ○ Successful completion of a background check <p>*(The Hiring Manager has a fiduciary responsibility regarding budgets while balancing the need to hire the most qualified candidate for a position. An offer should generally reflect the lower end of the salary range to permit flexibility to negotiate with the candidate. <i>Do not start at the top of the salary range!</i>)</p> <p>If the candidate accepts the verbal offer, notify HR of the terms of hire.</p> <p>If a candidate does not accept the offer, notify HR and provide the candidate's reason. Other qualified applicants may then be considered for an offer of employment.</p>
HR	<p>Sends an offer letter to the candidate, repeating the terms of employment offered verbally by the Hiring Manager.</p> <p>Once the candidate signs and returns the offer letter to HR:</p> <ul style="list-style-type: none"> • Informs the Hiring Manager of the acceptance. • Obtains necessary employment documents from the new hire and begins the background check.
Hiring Manager	<p>Submit Ultimus (Request to Hire)</p> <p>An APT new hire begins employment only on the first business day of the month.</p> <p>An hourly APT new hire begins on or after the first day in a pay period as determined by HR and communicated to the Hiring Manager and the employee.</p>

HR	<p>Once the new hire has completed all pre-hire requirements:</p> <ul style="list-style-type: none"> • Notifies the Hiring Manager and confirms the start date. • HR notifies all candidates not selected for an interview of their non-selection and closes the position in the ATS.
Hiring Manager or SSC Chair	<p>Hiring Manager or SSC Chair notify all other interviewed candidates of their non-selection.</p> <p>All documents used by the Hiring Manager, SSC members, or others involved in the selection process are submitted to HR within 30 days of hiring a candidate.</p>

Difficult or Failed Searches

In the event a search fails to identify a qualified candidate, an offer is rejected by candidates who possess unique skills and experiences not possessed by other candidates, or other extenuating circumstances, the Hiring Manager may request a marketability adjustment to the starting salary. The Hiring Manager, Director, Vice President/Executive Dean, and VPHR collaborate to determine an appropriate increase and submit a marketability request to the President for approval.

Orientation and Onboarding

Human Resources informs Hiring Manager of the date of the monthly New Employee Orientation (NEO). HR, IT, Public Safety and other departments provide attendees with the basic knowledge needed by a new hire.

Hiring Manager ensures the new hire attends the scheduled NEO.

Hiring Manager receives a New Employee Onboarding form from Ultimus once the Request to Hire is approved. This form provides a checklist of steps and activities the Hiring Manager must complete to ensure a meaningful onboarding experience for the new hire.

Hiring Manager completes the first day, first week, first month, and first quarter checklists in Ultimus. Completed checklists become part of the employee's personnel file.

Attachment 4
Procedures for Hiring Classified Employees

This table reflects the previous protocol in a new format but without significant change.

Recruiting Classified	
Hiring Manager	<p>Work with HR (Talent Manager) to prepare the Job Description</p> <ul style="list-style-type: none"> • <u>New Position</u> – submit a new job description in Ultimus (Job Description or PDQ Update) <ul style="list-style-type: none"> ○ HR reviews the job description to determine the proper State classification of the position • <u>Vacant/Existing Position</u> – submit a job description in Ultimus only if the current one has been revised/updated <p>Submit in Ultimus (Authorization to Recruit) with job description attached to have position posted.</p>
HR	HR forwards the PDQ and hiring request to CCCS for processing.
CCCS HR	<p>Job posting, receipt of applications, and screening for minimum qualifications for Classified positions is managed by the Colorado Community College System (CCCS) HR Office.</p> <p>The CCCS Selection Specialist reviews the PDQ for the proper job classification, prepares the announcement, and works directly with the Hiring Manager on the selection processes, to include testing and applicant review processes.</p>

Selecting Classified	
CCCS HR	Once all applicants have been screened, CCCS sends a referral and applications to HR who provides the Hiring Manager with the referral and applications to begin the interview process.
Hiring Manager/ SSC	<p>The Hiring Manager can be the sole interviewer of the referred applicants, utilize a Selection Committee, or select participants for the interview process. The Hiring Manager can participate in the committee interview process or conduct a separate interview.</p> <p>If the Hiring Manager utilizes a Selection Committee for the applicant review process, it must be comprised of at least three diverse individuals who are at the same level or above of the position being hired.</p> <p>The Hiring Manager must interview the candidates identified on the referral (see Attachments 5 and 6).</p> <p>If a candidate withdraws from the process, Hiring Manager/SSC will ask them to do so in writing and will inform HR.</p> <p>Hiring Manager/SSC complete reference checks on the final candidates if references were not received with the application.</p> <p>Final candidate selected.</p>
Hiring Manager	Discuss with respective leadership structure (Director, Vice President/Executive Dean) which applicant they wish to hire and why.

Hiring Classified	
Hiring Manager	<p>Once approved by leadership structure, submit an email to the President requesting permission to make an offer to include:</p> <ul style="list-style-type: none"> • Candidate qualifications, experience, and education • Candidate resume • Expected salary <p>Copy HR and the SSC Chair, if applicable.</p> <p>Once approved by the President, make a verbal offer of employment to the selected candidate. The offer must include:</p> <ul style="list-style-type: none"> • The position being offered • The starting salary* • The <i>tentative</i> starting date • That the offer is contingent upon: <ul style="list-style-type: none"> ○ Submission of required employment documents to HR ○ Submission of authorization to work to HR ○ Successful completion of a background check <p>*(The Hiring Manager has a fiduciary responsibility regarding budgets while balancing the need to hire the most qualified candidate for a position. An offer should generally reflect the lower end of the salary range to permit flexibility to negotiate with the candidate. <i>Do not start at the top of the salary range!</i>)</p> <p>If the candidate accepts the verbal offer, notify HR of the terms of hire.</p> <p>If a candidate does not accept the offer, notify HR and provide the candidate's reason. The Hiring Manager must either consider one of the other candidates on the referral or fail the search. If the Hiring Manager does not select a candidate from the referral, they must wait a minimum of six months before they may re-announce the position. If there are less than six qualified candidates identified, then the position may be re-announced without the six-month waiting period.</p>
HR	<p>Sends an offer letter to the candidate, repeating the terms of employment offered verbally by the Hiring Manager.</p> <p>Once the candidate signs and returns the offer letter to HR:</p> <ul style="list-style-type: none"> • Informs the Hiring Manager of the acceptance. • Obtains necessary employment documents from the new hire and begins the background check.
Hiring Manager	<p>Submit Ultimus (Request to Hire)</p> <p>A Classified new hire begins employment only on the first business day of the month.</p>

HR	<p>Once the new hire has completed all pre-hire requirements:</p> <ul style="list-style-type: none"> • Notifies the Hiring Manager and confirms the start date. • HR notifies CCCS HR of the hire.
Hiring Manager or SSC Chair	<p>Hiring Manager or SSC Chair notify all other interviewed candidates of their non-selection.</p> <p>All documents used by the Hiring Manager, SSC members, or others involved in the selection process are submitted to HR <u>within seven (7) days of hiring a candidate</u>.</p>
CCCS HR	<p>Notifies all candidates not selected for an interview of their non-selection.</p>

Orientation and Onboarding

Human Resources informs Hiring Manager of the date of the monthly New Employee Orientation (NEO). HR, IT, Public Safety and other departments provide attendees with the basic knowledge needed by a new hire. Classified employees are afforded the opportunity to meet with a representative from the COWINS organization as part of their orientation.

Hiring Manager ensures the new hire attends the scheduled NEO.

Hiring Manager receives a New Employee Onboarding form from Ultimus once the Request to Hire is approved. This form provides a checklist of steps and activities the Hiring Manager must complete to ensure a meaningful onboarding experience for the new hire.

Hiring Manager completes the first day, first week, first month, and first quarter checklists in Ultimus. Completed checklists become part of the employee's personnel file.

Attachment 5

Guidelines for Functioning of a Search and Screen Committee

The primary functions of a Search and Screen Committee (SSC) are to recruit qualified applicants to fill a faculty or APT position and to identify the best qualified candidates for that role.

Note: unless stated otherwise, references to HR herein mean the Talent Acquisition Manager.

Standing Up an SSC

The Hiring Manager may opt to form an SSC in consideration the following:

Membership of the SSC should reflect a diverse cross-section of the campus and local community, seeking representation by individuals in legally “protected categories,” such as race, religion, gender, disability, and others.

The SSC must have at least 3 members, but more ideally 5 or 7 (an odd number to prevent a tie when voting).

SSC members should have the experience or subject matter expertise to fairly and objectively evaluate a candidate’s qualification for the position, though not always matching exactly. For example, an English faculty member may serve on a committee hiring a History faculty member, not by having a background in History, but by having expertise in instructional pedagogy and learning theories.

The Hiring Manager is responsible for selection of SSC members and may or may not appoint a chair from this group. Members must be approved by HR before the selection process begins.

The Hiring Manager will determine how many qualified candidates they want the SSC to recommend, though three is the generally preferred number.

Functioning of an SSC

Once the members of the SSC have been identified and the Committee begins to function, the Hiring Manager will remove themselves from the selection process. The Hiring Manager must in no way influence the functioning of the SSC.

HR will meet with SSC members to review their charge and to ensure members understand how to use the College’s Applicant Tracking System (ATS). A member who has attended this training previously need not attend unless they wish a refresher.

If the Hiring Manager did not appoint a chair when standing up the SSC, then members of the Committee will select a chair and inform HR of their selection.

SSC members are expected to assist with recruitment for a position by forwarding the job announcement to professional organizations and within their own networks. The SSC chair may also request that HR post the announcement to selected job boards as resources permit.

Members may opt to begin reviewing qualified applicants as soon as the position is opened or to delay review only for a short period. Responding promptly to applicants is essential to attracting top talent!!!!

SSC members will individually review and evaluate qualified applicants using the standard rating scale in the PPC ATS. This process is not expected to identify the best overall candidate, but only those candidates who may be recommended to move forward in the selection process based on submitted applications.

If a Committee member believes a candidate may not meet the minimum qualifications for the position or that a candidate has not submitted a complete application, they will notify HR who will review the application to determine if the applicant meets the necessary qualifications or has an incomplete application. HR may contact the candidate if clarifying or further information is needed at this step.

If a member knows a job applicant through family, marriage, personal relationship, friendship, or similar, then they must step off the SSC or recuse themselves from rating the applicant and participating in Committee discussions pertaining to that applicant.

Once SSC members have completed rating candidates, the ratings will be submitted to HR.

HR will provide banding for all candidates, placing each candidate in one of the rating categories found in the ATS. HR will review ratings for potential bias, such as significant variances between raters or variances that are not consistent across candidates. If potential bias is discovered, the VP of HR (VPHR) may request that the Committee perform a second review of qualified candidates.

The Committee will not take it upon itself to band candidates.

Once HR has provided the banding of candidates, the SSC will determine which candidates shall move forward in the selection process, following these requirements:

A candidate that receives a top rating by all SSC members will be advanced to the next step.

Members must consider candidates in a higher band before considering candidates in a lower band.

The VPHR may request that a candidate be advanced to the next step of the process based on diversity goals so long as the candidate is in the same band as other candidates being advanced.

The SSC should follow the guidelines in Attachment 6 when conducting interviews, with the adjustment that when on-campus interviews are scheduled for final candidates, time will be scheduled separately for the candidates to interview with the Hiring Manager (this is for the convenience of the interviewees).

After interviewing final candidates, the SSC will provide its recommendation to the Hiring Manager that could include recommendation of one or more candidates, a general recommendation for all the final candidates, a rank-ordered recommendation of candidates, or a non-recommendation of any candidate.

The Hiring Manager will decide which candidate is to be offered the position.

All rankings, notes, and other documents pertaining to the search will be provided to the SSC chair who will submit them to HR.

Attachment 6

Guidelines for Conducting Job Searches and Interviews

Searching for and interviewing candidates for a position is one of the most important and most risk-inducing activities an organization can undertake – treating candidates equally, eliminating or mitigating bias, pursuing organizational diversity goals, complying with State and Federal requirements, and so forth. These guidelines are offered to help Hiring Managers and Search & Screen Committee (SSC) members successfully navigate these many facets of searches and interviews.

Searches

Understand the job – review the job description, understand the essential functions of the job, know the requirements for the position, especially the knowledge, skills, and abilities a successful candidate would possess.

DON'T DELAY! An applicant for a position at PCC has most likely applied for positions at other employers, and the best candidates usually apply within the first 2 weeks after a position is posted. Waiting to gather a large pool of qualified applicants often means that the best candidates have found employment elsewhere.

Use the applicant rating scale in the ATS to determine an applicant's overall score or rating and work with HR to identify candidates in the top band, suitable for advancement in the selection process.

Interviews

Prepare for the interview by using the job description to decide which skills, behaviors and experiences are critical for the job and develop specific questions that will elicit the candidate's qualifications for the position. Review the questions to be asked with HR to ensure their appropriateness. HR can also provide a list of pre-approved questions that may be asked of all candidates during the interview process.

Follow the same process for all interviewees! If an exception must be made, speak with the VP of HR to ensure it is approved in advance.

If an out-of-state candidate is among those selected for an interview, then a phone or virtual interview will be the first step for all interviewees. A phone/virtual interview may be the first step even if all candidates reside in Colorado.

Following the first round of interviews, a second round of in-person, on-campus interviews follow only for those selected by the Hiring Manager or SSC for advancement. In addition to the Hiring Manager and SSC (if used), this round of interviews could include Cabinet, Shared Governance bodies, peer colleagues, supervised employees, an Open Forum, or others with whom the candidate would interact in the execution of their duties. HR can provide a survey tool for these various groups to provide feedback to the Hiring Manager or SSC regarding each candidate. HR will provide each candidate's resume with address, phone number, email, and other confidential information redacted to Open Forum and other public groups.

The Hiring Manager or SSC chair will ensure each candidate is provided with information to submit for their travel reimbursement costs pursuant to PPC OP-P 221 *Travel Expense Reimbursement for Applicants*.

Best practices for interviewing candidates

Put the candidate at ease: start by providing an overview of what can be expected during the conversation; reassure the candidate that it is OK to take time to think before responding and to take notes; and let them know that they will have the opportunity to ask questions during the interview.

Start with the job description: ask the interviewee if they have read the job announcement or job description (if they have not, provide them with a copy); ask the interviewee if they have any questions about the job; finally, **ask the interviewee if they can perform the essential functions of the job with or without reasonable accommodation** (see Attachment 1 for follow on instructions regarding this step).

Use pre-established questions: ask the same questions of all candidates for consistency. However, you may ask relevant follow-on questions in response to an interviewee's answers.

Ask behavioral questions when possible: these questions often lead to discussion and a better understanding of the interviewee's thought processes and skills.

Take notes: record your observations, thoughts, and key points to the interviewee's responses. Stick to key facts and observations rather than feelings. Established rating standards/scorecards may also be used to assess candidate responses.

Interviewee time: provide the candidate with an opportunity to ask questions about the position, the college, or to those conducting the interview.

Closing information: inform the candidate of next steps in the selection process and an estimated timeline.

And some very important do not's! – do not ask questions or make remarks about:

- Gender – “Oh, with the first name of Alex I thought you were a man.”
- Race – “Welcome to Pueblo Mrs. Wong. Have you found any good Chinese restaurants?”
- Disability – “Do you think you can type fast enough without have a left thumb?”
- Previous pay – “How much are you making with your current employer?”
- Military service – “I see you were in the military. Did you see any ‘action’?”
- Marital status – “Is your spouse looking for a job too?”
- Family status – “Are your kids in school or will you need to find a day care center?”
- Nationality – attempting to speak words from the assumed language/nationality of a candidate.
- Sex – “We’ve got these confusing transgender or non-gender or anybody-use bathrooms here.”
- Religion/Spiritual beliefs – “Do you need special time off for religious holidays?”
- Non-professional organizations – this could lead to responses regarding activity in various social, political, cultural or other organizations that are not relevant to the job.

Stick to your pre-approved questions, avoid controversial and personal topics, and focus on the interviewee's experiences, knowledge, skills, and abilities!

Examples of behavioral questions

Tell me about a time when you made a decision or solved a problem that required a lot of hard thinking and careful analysis on your part? What was the outcome?

Tell me about a time when you came up with an especially creative solution to a problem?

Tell me about the most difficult writing project you have handled?

How do you react to criticism? Tell me about the last time you were criticized at work.

Tell me about a situation when you had to “stand up” for a decision you made, even though it made you unpopular. How did you “stand up” for your decision?

Give us a specific example of a time when you motivated coworkers.

Tell me about a time when your carefully laid plans were fouled up. What happened? How did you react?

Describe the highest-pressure situation you’ve been under this past year. How did you respond?

Give us a detailed example of what you do on your current job to organize yourself.

Tell us about a specific time you helped a coworker without being asked.

Describe a situation where you had to defend or justify to someone a decision you made.

Describe a situation where you had to defend or justify to some a decision made by your boss.

Tell us about a time you were most successful in leading a group toward accomplishing an important goal.

Tell us about a specific leadership experience you have had that would illustrate what your leadership is like.

Tell me about a time when you felt most satisfied about something you accomplished at work.

Sometimes the best way to learn is from our mistakes. Tell us about the mistake that your learned the most from.

Tell us about a time you had to convince a coworker or supervisor to accept your solution to a problem.

Tell us about the last time you undertook a project that demanded a lot of initiative.

What was the best idea you have had for improving the way things are done at your current job?

Handling conflict between yourself and your staff is a part of any manager’s job. Tell us about the most challenging conflict situation you faced and how you handled it.

Tell us about a time when you felt it was necessary to talk to an employee about improving their performance.

It is often necessary to work together in a group to accomplish a task. Can you tell us about the most recent experience you had working as part of a group or team?

When a group of people work closely together, it is inevitable that conflicts will arise. Tell me about the most serious disagreement you have had with a coworker.

It is impossible to please someone all the time. Tell us about the most serious disagreement you had with your supervisor over some aspect of your work.

Sometimes members of the public or clients can be very frustrating. Tell us about the most frustrating time you faced with a member of the public or a client and how you handled it.

It is often difficult to keep track of all the new technical developments in our field. Can you think of some work you completed recently where you applied a new technique or new technology to solve a practical problem?

It can be difficult to get a new idea accepted by others. Can you tell us about a time when you had to do this and what the result was?