



## **Procedure for Recruitment & Selection of Lower Columbia College Administrator, Exempt, Classified, & Full-time Faculty Positions**

### **Mission**

Through an equitable and inclusive recruitment process, our goal is to attract, hire, and retain the best talent to share in the mission and values of Lower Columbia College.

### **General Guidelines for the Search Process**

The search process consists of virtual or in-person interviews, background checks, and reference checks. Full-time recruitments include a search committee. The committee is charged with professionalism and integrity of the process. The committee will comply with the College's [Non-Discrimination & Anti-Harassment Policy](#) and this Recruitment Procedure. Human Resources serves as the advisor regarding equal employment, non-discrimination practices, and best practices in screening and interviewing. Human Resources will provide training on the recruitment process as well as mitigating biases and other topics related to recruitment and the hiring process. The committee's role is to help the College find the best applicant to support the success of LCC including the College's students, faculty, and staff.

Official communications regarding the search and selection process are the responsibility of Human Resources. Responses to media inquiries, press releases, or other external communication will be provided by Human Resources and/or Effectiveness & College Relations. Members of the search committee who receive an inquiry or communication from the media or applicants will refer them to Human Resources.

The committee's role is to review applications, select applicants for committee interviews, conduct committee interviews, and make recommendations for finalist interviews. The finalist interview is conducted by the President and applicable Vice President or designee. The President is the hiring authority.

### *Search Advocate Program*

Starting in Fall 2022, LCC will launch the Search Advocate (SA) Program to enhance equity, validity, and diversity in hiring. HR manages the SA Program and provides training, support, and resources for Search Advocates. Search Advocates are non-voting members whose primary purposes are assisting the committee to forward the best applicants for each position, ensuring a fair and equitable selection process in which the selection is based solely on factors related to job performance, and enhancing the success of applicants from underrepresented groups by decreasing unintentional bias and reducing unnecessary barriers. The SA is involved at various stages of the recruitment process.

### *Committee Composition*

Human Resources, the appropriate supervisor, and/or Vice President will select the search committee. A representative from Human Resources is a full participant in the committee process and is responsible for ensuring the selection process is in compliance with these procedures, negotiated agreements and

State and Federal regulations as well as providing guidance to members. Vice Presidents will not serve on search committees (unless approved by the President). All committees will include the position manager (if the direct supervisor is not a VP), a HR representative, a trained Search Advocate, as well as members from each major college division (Administration, Instruction, Student Services). A student may be added to a committee based upon the position.

To ensure there is diversity within the search committee, HR may add additional committee members and/or remove committee members selected by the supervisor and/or VP. Every effort will be made to include representation from each major college division; however, exceptions may be made to prevent a significant delay in the process. Search committees for Faculty positions shall be comprised of at least 50 percent faculty members.

### *Confidentiality*

Committee members are to refrain from discussion with any applicant or individual regarding any person's candidacy. This includes supervisors having separate meetings with the VP. Committee members who violate the integrity and/or confidentiality of the process may be removed. All communication, deliberations, discussions, and information shared, will remain confidential with regard to applicants, their qualifications, inclusion and exclusion from continued consideration, and other matters related to the process.

## **Search & Selection Process**

### *Full-time Recruitments*

1. Within the Online Hiring Center (OHC), supervisors will create a requisition request to fill a full-time position. The requisition will go through the appropriate approval levels, which always includes approval by the Executive Leadership Team. Once approved, a Search Advocate is selected with HR's approval. HR, the supervisor, and the SA will meet to go over the details of the position, qualifications, goals, vision for the position as well as "good fit" (key characteristics and skills we are looking for in the hire). They will work together to develop the posting, start working on the screening criteria matrix, and select diverse advertising locations. The screening criteria matrix will be finalized prior to the posting close date so it can be used throughout the recruitment process.
2. HR, the appropriate supervisor and/or Vice President will select the search committee.
3. Committee members will immediately report any potential or perceived conflicts of interest to Human Resources.
4. The search committee will use the screening criteria matrix to review application materials in the OHC. For positions where the VP or President is the direct supervisor, the VP or President may participate in the screening process including reviewing application materials and attending the committee review meeting.
5. HR will schedule the initial committee review meeting to screen the applicants, discuss the process, and provide guidance.
  - a. We will do one-way video interviews through Spark Hire as the first interview step for all full-time positions (full-time faculty, exempt, and Classified positions) except Head Start, ELC, select positions in Campus Services, and any other position that we determine using Spark Hire would not be beneficial for. The video interview allows the committee to screen more applicants in and get a preview of their interest in the position/LCC, detailed information about their experience as it relates to the position, and other ways they may meet the qualifications. The search committee will watch the recorded video

interviews on their own time. At the initial committee review meeting, applicants will be selected for video interview or committee interview if excluded from using Spark Hire.

- i. If using Spark Hire for video interviews, the committee will watch the videos on their own prior to attending an additional review meeting to select which applicants will move forward to the committee interview (step 8).
  - b. At the committee review meeting, committee members will disclose if they know any of the applicants and how they know them. Committee members will not share additional personal knowledge about applicants they know until after interviews have occurred. However, if they know about something egregious related to the applicant, they should disclose to HR outside of the committee review meeting. If a committee member determines they can't be objective during the hiring process because of personal knowledge, they will recuse themselves from the committee.
  - c. The committee will refer to the screening criteria matrix and "good fit" in selecting applicants to interview. The SA will ask questions to test committee members' thinking and interrupt potential bias. Applicants that do not meet minimum qualifications will not be offered an interview.
6. HR will review applicant demographic data of the applicant pool for the position after applicants are selected to interview to ensure there aren't barriers for certain groups getting selected for interviews. The data may require HR to add applicants to interview from the pool and/or result in a failed search and a need to re-post the position.
7. HR/supervisor will create a draft of the interview questions for input/review by the committee.
8. The search committee will conduct committee interviews, identify strengths/weaknesses of applicants, and select applicants to move forward to finalist interviews. HR will send the criteria matrix and the list of applicants' strengths/weaknesses including who will be moving forward for finalist interviews to the President and VP. *After reviewing the list and information, the President may add additional applicants for finalist interviews.*
9. The President and appropriate Vice President conduct finalist interviews. For positions where the VP is the direct supervisor, the VP may request to have additional time with the applicants. The President is the hiring authority. In the event the President and/or Vice President are unavailable and their absence will significantly delay the process, the President will work with HR to designate another Administrator to conduct final interviews and make the final hiring decision.
  - a. The President and VP may view Spark Hire video interviews for finalists after the search committee moves the applicants forward for finalist interviews.
10. After finalist interviews occur, HR, the supervisor, VP, President, and the SA will meet to discuss feedback from finalist interviews and decide which applicant(s) to do reference and background checks on.
11. Human Resources will conduct reference and background checks including inquiry with applicant's current and previous postsecondary employers regarding history of sexual misconduct. Background checks and inquiry with postsecondary employers will be completed in accordance with the HR Background Check Procedure. The President and VP will be informed of

the results of the reference checks and all details of the employment offer will be confirmed prior to any offer being made.

12. The President has authority to declare a failed search. If the decision is made to repost the position, HR may review and modify the position.
13. Human Resources will track applicant demographic data for use in strategic planning for recruitment.

#### Open Forums / Meet & greets

Recruitment for Administrator or other Director-level positions may include an open forum and/or an informal meet and greet with their prospective team. Questions for the open forum will be submitted in advance. Attendees at the open forum will have the opportunity to share their feedback via a survey. Survey results will be shared with the President and VP after finalist interviews occur but prior to making a hiring decision.

#### Classroom Presentations

The first interview for faculty applicants includes a classroom presentation on a topic determined by the Dean, HR, and SA. All staff members and ASLCC officers will be invited to attend the presentation and provide feedback to committee members. Survey results will be shared with the President and VPI after finalist interviews occur but prior to making a hiring decision.

#### *Internal Only Recruitments*

In conjunction with Human Resources, the President may approve positions for internal recruitment only. Internal recruitment will be authorized when a position is deemed to have a competitive internal applicant pool. Positions open only for internal applicants will follow the same Screening & Selection Process set forth above.

#### *Appointments*

Prior to appointing someone into an exempt, non-permanent Classified position, full-time temporary faculty, or tenure track faculty position, there will be thorough review of all qualified employees/applicants for the appointment and thoughtful consideration on equity and potential negative impacts of the appointment.

#### Exempt

In circumstances when it is deemed appropriate, the President may appoint an applicant (internal or external) to fill Exempt and Administrator positions without recruiting for the position. Appointments will be reviewed by the Executive Leadership Team prior to the final appointment by the President.

#### Non-permanent Classified

Non-permanent appointments may be necessary to fill a vacancy, during a workload peak, while recruitment is being conducted, when the nature of the work occurs at irregular intervals or is sporadic

and does not fit a particular pattern, or to reduce the possible effects of a layoff. Non-permanent appointments require approval by the Executive Leadership Team.

#### Faculty

The Vice President of Instruction may propose appointments of adjunct faculty into full-time temporary faculty positions to the Executive Leadership Team for approval.

Additionally, in an effort to expedite the hiring process, the VPI can seek approval from the Executive Leadership Team to use an alternative review process to fill vacant tenure track faculty positions with current full-time temporary faculty. The applicable Dean leads the alternative recruitment process and chairs a review committee that's comprised of the Dean, HR, faculty from the department, faculty from outside the department, and a student services representative. The committee members independently review the applicant's portfolio of their experience, credentials, student evaluations, etc. The Dean then leads a committee review meeting to discuss the applicant's qualifications and get the committee's input. Once the committee reaches consensus, the Dean documents the committee's recommendation to appoint or not appoint for review by the VPI and President. The VPI and the President make the final decision to appoint through the alternative process.

*Reviewed by ELT 8/17/2022*

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