



South Puget Sound
COMMUNITY COLLEGE

Hiring Process
&
Screening Committee
Guidelines

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INTRODUCTION

The screening and selection processes and procedures for applicants to South Puget Sound Community College (SPSCC) are determined by the college. The hiring of effective, devoted individuals who mirror the diversity of our community and contribute to an inclusive, welcoming environment is a primary goal. The Human Resource (HR) Office uses the recruitment process to market the college as a desirable employer to both passive and active job seekers.

The appointing authority begins the hiring process by collaborating with the HR Office to review and update position descriptions, develop recruitment strategies, and coordinate the initial Screening Committee meeting. The appointing authority is the individual lawfully authorized to appoint, transfer, layoff, reduce, dismiss, suspend, or demote employees. At SPSCC this is often the president or a member of the executive team. ([WAC 357-01-025](#))

This guide is established in compliance with applicable laws on nondiscrimination, accepted personnel practices, collective bargaining agreements, and internal college policies and values to ensure the selection of highly qualified, competent individuals and to promote diversity, equity, and inclusion in our community. ([SPSCC Strategic Plan and Vision](#))

DECLARING A VACANCY

Administrative and Exempt Positions

Administrative and exempt professional vacancies are determined by the college president and the Executive Team. The decision to fill a vacancy or create a new position is based on workload requirements, budgetary considerations, and the overall administrative needs of the college. The HR Office should review the proposed job description and determine the appropriate type of position based upon the duties. Approval is initiated when the president and respective vice president authorize a [Personnel Action Form](#) (PAF).

Classified Positions

Classified vacancies are determined by a position's direct supervisor or the respective vice president in consultation with the HR Office. The decision to fill a vacancy or create a new position is based on workload requirements, budgetary considerations, and the overall administrative needs of the college. The HR Office should review the proposed job description to determine the appropriate classification based upon duties. Vacancies are initiated when the vice president authorizes a PAF.

Faculty Positions

Anticipated full-time faculty vacancies for the next academic year should be initiated early in fall quarter of the year preceding the desired start date, and no later than November 30. The Vice President for Instruction and the college president determine vacancies based upon criteria such as enrollment trends, staffing patterns, retirements, resignations, attrition, curricula, and financial resources. Approval is initiated when the vice president, with approval of the president, authorizes a PAF. All forms should be initiated early enough that they will be received by the HR Office before January 1; recruitments should end with positions offered to candidates by March 31.

INITIATING A RECRUITMENT

After Executive Team approval, all full-time Personnel Action Forms must be routed to receive the appropriate approval signatures and also be sent through Budget Office to verify funding sources. The Personnel Action Form should be attached to the completed [position justification form](#), including the names of Screening Committee members for the recruitment, a copy of the Position Description, an Organizational Chart depicting the proposed new position, and an indication of the position's funding source.

SCREENING COMMITTEE COMPOSITION

Recruitment is an opportunity to educate applicants about the culture of the college, and to expose them to our employees. Once a vacancy has been determined, the president, vice president, or hiring manager will solicit a Screening Committee for the position. Individuals are sought to ensure:

- Representation of those who would serve as colleagues to the position, outside of and within the same department.
- Representation of those who would supervise the position.
- Representation of those who support or would be supervised by the position.
- Representation of our diverse college community and our stakeholders.
- Representation of classified staff or faculty members for those respective vacancies.

Screening Committee members should be sought for their expertise, knowledge, and sound judgement for the development of screening criteria in accordance with fair employment standards, college goals, and the qualifications required of the vacancy. Committee members must be willing to complete implicit bias training to reduce unconscious bias in the applicant screening process.

Responsibilities of the Human Resource Office

It is the responsibility of the Chief Human Resource Officer, or designee, to provide guidance and technical assistance to the Screening Committee in areas such as fair employment practices, affirmative action, and the college's commitment to diversity, equity, and inclusion. Interview questions developed by the Screening Committee will be sent to the HR Office for review prior to the first interview date to ensure appropriate, legal questions have been developed. Job postings will be advertised nationally and regionally.

Duties of the Human Resource Office:

- Approve job descriptions.
- Assign implicit bias training.
- Convene the Screening Committee for an initial orientation and planning meeting.
- Develop a screening matrix for reviewing and identifying qualified applicants.
- Develop job announcements and advertise the position.
- Maintain applicant records.
- Coordinate all correspondence and communication with applicants, including notification to those not chosen for first interviews or to advance to second interviews.
- Schedule candidate interviews for full-time positions.
- Initiate [background checks](#).

Responsibilities of the Screening Committee

Each Committee member is responsible for being fully knowledgeable of the information within this Screening Committee Guide in order to provide equitable and consistent procedures for assessing candidate qualifications and identifying finalists for recommendation to the hiring authority. Screening Committee members represent the college, students, and stakeholder groups by screening for job duty-specific candidate criteria, screening candidates consistently, and conducting assessments such as interviews and reference checks to recommend finalists with supporting documents.

The Screening Committee will meet in advance of reviewing applications in order to receive guidelines and training from the Human Resource Office, including the presentation of a screening matrix, confidentiality procedures, and identification of recruitment and hiring timelines. Members must complete the HR assigned implicit bias training before the review of any applications can take place.

Duties of the Screening Committee:

- Individually complete implicit bias training.
- Become familiar with the job description and position duties.
- Review interview and supplemental questions.
- Determine a timeline for completion of applicant screening.
- Coordinate first interview dates and times.
- Identify any interview scenarios, open forums, teaching demonstrations, or computer exercises.
- Screen for minimum applicant requirements (resume, letter of interest, transcripts, etc.).
- Submit all notes regarding candidates, including screening matrix and interview documents, to the Chairperson.

Responsibilities of the Screening Committee Chairperson

The Committee Chairperson consults with the HR Office throughout the recruitment and selection process to manage the work of the Screening Committee. The Chairperson facilitates interviews and advises the Chief Human Resource Officer, or designee, about Committee activities. The Chairperson ensures collaboration and confidentiality in the screening and selection process, conferring with the Screening Committee to identify the type of person needed for the position and the culture of the office or department.

The Chairperson provides notification and feedback to unsuccessful candidates at the second or final interview levels on their interview skills and required job experience.

Duties of the Chairperson:

- Review the job description with HR prior to posting the position for the removal of any artificial barriers and to consider equity, diversity, and inclusion commitments.
- Identify recruitment timelines.
- Collaborate with the HR Office and Screening Committee to identify interview formats, questions or scenarios, and perform reference checks.
- Schedule a Committee meeting to review the candidate pool and advance applicants.

- Notify the HR Office of interview candidate selections.
- Facilitate interview meetings (show hospitality, welcome the candidate, introduce the Screening Committee, explain the process, etc.).
- Notify unsuccessful interviewed candidates at the second or final interview levels.
- Make a written recommendation from the Committee to the president and/or respective vice president for the selection of candidates to move forward for final interviews.
- Perform or delegate reference checks.
- Forward all documents and notes from the Committee to the HR Office.
- Ensure a collaborative and confidential recruitment and selection process.

CONFIDENTIALITY, PROFESSIONALISM, ETHICS, AND CONFLICTS OF INTEREST

The Screening Committee will be given access to original application materials. These must be safeguarded and treated with confidentiality; the printing of application materials is discouraged as these must stay within the HR Office.

Each Committee member must act with the highest manner of professionalism. Opinions may be expressed within the Committee structure while maintaining the confidential nature of the Committee’s work while with non-Committee colleagues. Each Screening Committee member should make every effort to operate objectively while retaining their unique perspective, leaving bias and partisan loyalty out of their search efforts. Each member’s consent to serve on the Committee confirms their acceptance of the responsibility to be professional, equitable, and ethical.

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

South Puget Sound Community College is an equal opportunity employer and holds to the concept that equal employment opportunity is nondiscriminatory in the hiring process against any job applicant on the basis of the presence of any sensory, mental, or physical disability, race or ethnicity, creed, color, national origin, sex, marital status, sexual orientation, age, religion, or whether a disabled or Vietnam era veteran.

Affirmative action further establishes a plan for the college to actively seek and employ persons of classes that are under-represented in various job classes when comparing the college workforce with appropriate labor market data. These protected classes include people of color, people with disabilities, people over the age of 40, veterans of the Vietnam era and disabled veterans, and females for those positions under-represented by females.

The college will make every effort to eliminate artificial barriers to equal opportunity for these protected populations, and will improve employment opportunities available to under-represented groups. In this effort, the college’s policy statement of affirmative action follows: “The college will continue to recruit, hire, train, promote, and improve opportunities for individuals in all job classifications based solely upon their qualifications and ability or potential ability to carry out the duties of the job, and shall consider race, color, creed, religion, national origin, gender, marital status, age, mental, physical, or sensory disability, or whether a disabled veteran or a veteran of the Vietnam era only when such is a bona fide

occupational qualification as reviewed and approved by the Human Rights Commission or any other agency with similar jurisdiction.”

The college is extremely conscientious of diversity. All candidates will receive fair and equitable treatment, and will not be discriminated against in the employment process. ([SPSCC Affirmative Action Policy](#))

CANDIDATE SELECTION

The Screening Committee will develop interview questions based on the job posting and any supplemental questions. It is the task of the Committee to use a unique screening matrix tool to assist in selecting applicants based on the knowledge and skills required of the position. The HR Office will develop the screening matrix with these areas in mind. Applicants are screened for minimum and any preferred qualifications, and will then be interviewed for soft skills and cultural fit.

Qualities which may enhance a candidate’s ability to empower others or to serve as a role model for students, faculty, and staff are important. Screening Committee members should be as inclusive as possible, identifying reasons to screen-in candidates, not screen them out. Internal applicants with a satisfactory employment status should be offered an interview whenever they meet the minimum screening criteria.

Classified Positions

The following criteria should be considered for applicants to classified positions:

- Analysis of the job description.
- Competencies needed to successfully perform the duties and responsibilities of the position.
- Communication and interpersonal skills.
- Responses to supplemental questions.

Administrative and Exempt Positions

The following criteria may be considered for applicants to exempt positions:

- Education.
- Scholarly background.
- Experience in supervision, finance, program management, and/or planning.
- Specific knowledge and experience in the technical areas of the job.
- Communication and interpersonal skills.
- Diversity experience.
- Organizational and leadership activities.
- Responses to supplemental questions.

Faculty Positions

The following elements may be used when considering applicants to faculty positions:

- Education.
- Scholarship.
- Teaching experience in the primary subject as well as interdisciplinary or developmental areas that may be required or preferable.

- Experience in the discipline or subject matter.
- Experience with diverse populations.
- Experience in various modes of instructional delivery.
- Planning and development of curricula.
- Experience working with various learning styles and abilities.
- Knowledge of student assessment.
- Experience with student advising.
- Other relevant work experience for vocational certification requirements or added value.
- Responses to supplemental questions.

Each Committee member will review applicants according to the established screening matrix to determine which candidates to interview. The Chairperson will provide the HR Office the names of successful candidates in order to coordinate candidate schedules.

Internal Applicants

The college highly encourages Committees to interview internal applicants who possess the minimum experience, skills, and abilities required of the position. Promotional opportunities at the college are important, and we encourage you to recognize our staff and faculty for the experience and skills they bring to our students and community. Classified positions must follow processes established with the respective [collective bargaining agreement](#).

INTERVIEWS

The college seeks a diverse pool of candidates and recommends Committees be as inclusive as possible; Screening Committees should not arbitrarily set a fixed number of candidates to interview, as many candidates who look superior on paper do not interview well, while those with a modest work history move to the top of the list after an interview is granted. While initial applicant screening takes place for knowledge and skills, interviews seek behavioral attributes which meet with the college's culture and business strategy.

First interviews may be conducted in person, by telephone, or by video conference. Final interviews should be conducted in person. Committee members should not sit on both interview panels, but allow for different individuals to thoroughly vet communication skills and work styles.

Interview formats may vary depending on the position and may include teaching demonstrations, scenario questions, skills tests, etc.

Recommendation of Finalists

The final pool of candidates must be sufficient in number to give the president or hiring authority a broad choice of diversity while accommodating potential candidate withdrawals from consideration, weak references, and other unforeseen circumstances.

The Screening Committee will make a written recommendation for the president or hiring authority of those candidates determined to be acceptable after first interviews are conducted. Recommendations should include each candidate's strengths and challenges as determined by the Committee. There is no maximum number of candidates to be recommended, but you must recommend a minimum of two individuals for final interviews.

Reference and Background Checks

These essential steps to the screening process occur for top candidates only after final recommendations are made to the hiring authority. The Chairperson will establish reference checks, and should conduct the checks personally whenever possible, but a Committee member may conduct them using the [Reference Check Guide](#) to judge responses.

Notification of Candidates

The notification of candidates not chosen for first interviews or to advance to second interviews will be the responsibility of the HR Office. The Committee Chairperson will provide personal notification to internal, second, or final interview candidates who are unsuccessful. The Chairperson may provide applicants feedback for areas of opportunity on interview skills and work experience.

Inquiries from Applicants

Inquiries from applicants as to why they did not succeed at any phase of the recruitment process should be handled courteously by Committee members with a referral to the Chairperson or the Human Resource Office.

RESOURCES

[SPSCC's Strategic Plan](#)

[HR Office Hiring & Recruitment Forms](#)

[NEOGOV Login](#)

[EVERFI \(Lawroom\) Login](#)

[Screening Committee Chairperson Packet](#)

[Screening Committee Guide](#)

[NEOGOV Quick Start Guide](#)