

RCC HIRING POLICY AND PROCEDURES

Position vacancies at Roxbury Community College will be filled in a manner consistent with state and federal non-discrimination and affirmative action laws, with the policies set forth in the Massachusetts Community Colleges Affirmative Action Plan, and with the provisions of all applicable collective bargaining agreements and personnel policies.

I. DEVELOPING THE POSITION

A. WORKFORCE/UTILIZATION ANALYSIS

The Affirmative Action Officer (AAO) is responsible for annually analyzing the racial, ethnic, gender and age diversity of the college's current workforce and determining whether any group is under-represented compared to their availability in the relevant labor area from which the college recruits its employees. The analysis will indicate whether there is a disparity in any division of the college. Where the utilization analysis shows underutilization, the AAO will establish goals for increasing diversity representation. It is important to distinguish between goals and quotas. Quotas imply that numbers must be met. Goals imply that all good faith efforts will be made to reach utilization

B. SKILLS ANALYSIS

The hiring manager analyzes the position to determine what skills, abilities, prior experience, and education are needed to further the college mission.

C. FUNDING APPROVAL

The hiring manager obtains approval from senior management and Administration and Finance to fill the position. This should be obtained prior to the next steps but may have to be confirmed if there are any changes in the cost of the position as a result of the next steps.

D. POSITION DESCRIPTION AND RESUME FILTER

1. The hiring manager consults with Human Resources (HR) and the AAO to develop the position description.
2. HR determines whether the position is in any bargaining unit and whether the duties and responsibilities listed are appropriate for the job classification. Particular attention will be given to how the compensation will be listed on the job posting.
3. The hiring manager, HR, and the AAO will collectively determine whether the position will be an internal promotional opportunity and posted as such.
4. The AAO determines whether the position should be treated as an affirmative action goal.
5. The AAO determines whether the position description addresses the college's commitment to excellence and innovation through diversity, equity and inclusion, and the importance of experience working with diverse populations.
6. The hiring manager, HR, and the AAO come to final agreement on the position description
7. HR and the AAO will develop the resume filter based on the finalized job description. The resume filter is a form which helps evaluate the qualifications of the position for the search committee. It is used as the initial tool to assess the degree to which candidates demonstrate evidence of having met the position qualifications, to the extent that this can be gleaned from the cover letter, resume and application.
8. The hiring manager fills out and completes the position requisition form.

E. RECRUITMENT PLAN

1. HR, in consultation with the hiring manager and the AAO will review the standard recruitment plan for the type of position to be posted and will determine whether any modifications to the recruitment plan are needed.
2. If advisable, the hiring manager in consultation with HR will recommend additional recruitment sources, such as professional associations, colleges and universities, publications, etc., that may produce a wider and/or more inclusive pool of applicants. The hiring manager will also utilize professional contacts and networks to identify talent and to promote the college as an employer of choice.
3. If advisable, the AAO will recommend additional recruitment sources that may produce a more inclusive pool of applicants and may utilize professional contacts and networks to identify talent and promote the college as an employer of choice.
4. HR will finalize a recruitment plan with timelines

II. POSTING

HR posts internally and externally in accordance with the recruitment plan.

III. SEARCH PROCESS

A. SEARCH COMMITTEE

1. Hiring managers will work with HR and AAO to identify members for the Search Committee, usually three to seven members. The search committee must have cognitive diversity, achieved by including members with different backgrounds, perspectives and expertise and with demonstrated commitment to diversity. Full Time Faculty Searches will consist of a minimum one representative who teaches as a part-time faculty member (Adjunct). An HR representative is assigned to support each search.
2. Hiring managers normally serve as Chair unless a different individual is appointed in consultation with Senior Management.
3. All committee members must have completed Search Committee Training within the last three years.
4. Search Committee Chairs arrange for all Search Committee members to attend training session if they have not attended such a session within the last three years.
5. Committee determines job related questions for interviews and reviews with HR and AAO
6. The Chair determines the content of introductory statement, including description of the college and of the position, and reviews with HR and AAO for compliance with law and agreements and policies. The Chair also determines content of information packet for applicants selected for interviews that follow best practices identified by HR and AAO.
7. For faculty positions, Committee determines content of teaching demonstration
8. Committee determines whether to use any additional skills or knowledge assessments such as practicum tests, technology tests, samples of work, portfolios; any assessments must be reviewed by HR and AAO
9. Committee determines which members will ask each question and this must remain the same for all interviews.
10. Committee members must attend all meetings and interviews. If a member cannot attend one or more interviews, that member may not continue to serve on the search.

B. APPLICATION INTAKE PROCESS

All application materials must be submitted through the official HR application system which includes the college employment application, family disclosure form, and voluntary EEO data. If the hiring manager or Search Committee members receive any applications directly, these candidates must be directed to the official HR application system. When necessary, reasonable accommodation will be provided.

1. HR receives application materials and sends acknowledgement to each applicant by email.
2. After the resume filter is available, trained committee members are given access to candidates' materials via the HR application system (i.e., Interview Exchange) and search tools are available online (i.e., via email or SharePoint search site).

C. APPLICANT POOL CERTIFICATION

1. AAO/HR analyzes the degree of diversity of applicant pool and if sufficient, certifies pool.
2. AAO/HR determines appropriate resolution if applicant pool is not sufficiently diverse, including re-opening the search.
3. Once the applicant pool is certified, the chair may proceed with the search process.

D. APPLICANT INTERVIEW SELECTION

1. Chair reviews all internal applicants' personnel files and shares information with Search Committee in accordance with applicable bargaining agreement provisions and personnel policies.
2. Chair may decide to have a preliminary Resume Review Session with a subcommittee of the Chair, the AAO and/or HR to do an initial screening of resumes to eliminate those who do not meet the minimum qualifications.
3. Chair convenes meeting of Search Committee.
4. Search Committee reviews all applications, utilizing the resume filter form, and selects applicants for interviews. Search Committee must confer with HR to determine whether any in-house applicants should be interviewed because of collective bargaining agreement provisions.

E. INTERVIEW POOL CERTIFICATION

1. Chair sends list of applicants selected for interviews to the AAO/HR.
2. AAO/HR analyzes the degree of diversity of interview list and if sufficient, certifies the list.
3. AAO/HR determines appropriate resolution if interview list is not sufficiently diverse, including sending the list back to the Search Committee or re-opening the search.
4. AAO/HR will confirm selected applicants to be interviewed meet minimum requirements for position.
5. Once the interview pool is certified by the AAO/HR, the chair may begin to contact candidates to schedule interviews.

F. INTERVIEWS

1. Chair personally contacts applicants selected for interviews and sets up interview schedule. Chair may conduct a guided telephone screen, video conferencing screen (i.e. Zoom, Microsoft Teams) or in-person screen with those selected for interviews. Chair also sends information packet to all those selected for interviews, following best practices identified by HR and AAO.
2. Chair determines location of interview room, taking accessibility and technology needs into consideration.
4. All candidates must be interviewed using the same method (Video conferencing, Telephone or In-person).
5. Search Committee members must be present for all interviews. If a member cannot attend

one or more interviews, that member may not continue to serve on the search.

6. Chair makes the same introductory statement to all interviewees.

7. The committee must use the same set of questions for the interviews; each member must ask the same question(s) at each interview.

8. During the initial (first) interview follow-up questions are limited to clarifying questions about terminology, abbreviations, etc. that the candidate may have used. Follow-up questions may not be used to prompt a candidate to say more in their response or to speak about a topic that they did not mention on their own.

9. Second interviews are strongly recommended for the finalist(s); and in those second interviews there is greater latitude with questioning candidates by following best practices. HR/AAO will provide evaluation tools to help search committee chair and committee in determine selection of candidate to hire.

G. RECOMMENDATION FOR HIRE AND FINALIST CERTIFICATION

1. Committee selects finalists.

2. The chair sends the finalist list to the AAO/HR. If the finalist pool is sufficiently diverse, AAO/HR will certify the finalist list.

3. The AAO/HR determines appropriate resolution if finalist pool is not sufficiently diverse, including sending the list back to the Search Committee or re-opening the search.

4. Chair and senior management will decide who will check references of finalists. The Chair must also send the list of finalists to HR and HR may check additional references.

5. Chair will send the list of finalists, unranked, to senior management for a second interview or for a final decision, depending on the position.

6. Senior management will make the final hiring decision after consultation with the President, Chair, HR and the AAO.

7. Chair will notify HR of the selected finalist to conduct salary calculation.

8. HR will notify finalist within a practicable timeframe with a salary offer.

9. HR will confirm with hiring manager and/or senior management a mutually agreed upon starting date for finalist.

IV. HIRING PROCESS

1. The Chair must consult with the HR Executive Director or designee to determine the appropriate salary offer.

2. HR will contact the applicant to make the hiring offer. HR will provide any requested salary or benefits information.

3. HR will verify degrees, where applicable.

4. HR will issue a conditional hiring letter to the applicant and link to background check for applicant to complete

5. HR will notify hiring manager once background check is completed and hiring letter is ready with a mutually agreed upon start date for the applicant.

6. HR will notify all applicants that the position has been filled.

7. The Chair will inform the Search Committee members about the final hiring decision.

V. ONBOARDING

1. HR will meet with the new hire to review benefits, policies and any other information it deems advisable, depending on the position, and will arrange for email access.

2. The hiring manager will be responsible for Onboarding the new hire. It is recommended that this include the assignment of a coach/mentor or an onboarding peer as an HR and AAO best practice.
3. Onboarding must include, at a minimum, introduction of the new hire to department members and key collaborators, information concerning responsibilities, department/division protocols, policies, office space and amenities, and access to any necessary technology.
4. An onboarding plan tailored to the position and candidate, and that includes regular meetings over time, is an HR and AAO best practice.

VI. ROLES/RESPONSIBILITIES

A. HUMAN RESOURCES:

- Assist the hiring manager as needed in the skills analysis, drafting of the job description and companion resume filter
- Develop the recruitment plan, in consultation with the hiring manager and Affirmative Action Officer (AAO)
- Assist in selection of search committee members
- Train search committees on a 3-year renewal cycle
- Draft job description and companion resume filter
- Receive all applications and forward them to the hiring manager
- Ensure all applicants fill out an employment application
- Send acknowledgement to all applicants
- Compile a list of applicants for AAO
- Forward or make accessible EEO forms or data to AAO
- Provide benefits information to applicants if requested
- Confirmed interview applicants meet minimum requirements
- Determine salary offers
- Issue hiring letters and employment contracts
- Verify degrees, where applicable
- Make salary offers to successful applicant
- Provide new employee orientation to new hires
- Send closing job search process notices to all unsuccessful applicants

B. HIRING MANAGER

- Conduct skills analysis
- Obtain approval to fill the position
- Draft job description for review by Human Resources (HR)
- Select search committee, in consultation with HR and the AAO
- Ensure onboarding of successful applicant to department and position

C. AFFIRMATIVE ACTION OFFICER

- Complete workforce/utilization analysis
- As necessary, provide assistance to hiring manager for skills analysis
- Ensure position description addresses the college's commitment to inclusive excellence and experience working with diverse populations and includes AA/EOE statements
- Assist HR in developing resume filter
- Assist HR and hiring manager with recruitment plan

- Certify applicant pool or determine measures needed to address pool deficiencies, including reopening the search
- Assist hiring manager in selecting diversity representative(s) for search committee
- Assist in search committee training
- Review interview questions and testing modes for compliance with affirmative action standards and goals
- Certify list of interviewees or determine measures needed to address lack of diversity in list, including reopening the search
- Certify list of finalists or determine measures needed to address lack of diversity in list, including reopening the search

D. SEARCH COMMITTEE CHAIR

- Complete Chair Committee training
- Develop and ensure that interview questions, and testing modes are completed in timely fashion
- Establish a committee meeting schedule in a timely fashion
- Collaborate with HR and AAO to ensure committee members have access to application materials and search resources
- Determine content of information packets for interviewees in accordance with best practices identified by HR and AAO
- Contact applicants for interviews and send them information packets
- Set up interview schedule and location including arranging parking and other logistics
- Ensure that committee interviews are consistent and in compliance with law, contracts and policies
- Introduce applicant to search committee and deliver opening statement about the college and the position
- Collect references of applicants selected for interviews or for applicants recommended for hire.
- Determine whether Chair or senior management will contact references.
- Send recommendations for second interviews to senior management
- Maintain strict confidentiality regarding the entire search

E. SEARCH COMMITTEE

- Assist with the development of interview questions
- Determine testing modes and content, such as teaching demonstrations, presentation demonstrations, etc.
- Attend training session at least every 3 years
- Review applicants' materials using resume filter, fair and legal practices that minimize bias and cognitive errors.
- Interview applicants
- Make recommendations for second interviews by senior management
- Maintain strict confidentiality regarding the entire search