

BROOKDALE COMMUNITY COLLEGE
COLLEGE REGULATION

3.9010R

I. Title of Regulation

Staffing of Administrative and Staff Positions

II. Objective of Regulation

To establish a fair and equitable staffing process to hire quality staff while assuring an aggressive commitment to a multiracial, multiethnic, and multicultural staff.

III. Authority

Board of Trustee Policy, Staffing/Hiring Policy

IV. Regulation Statement

Board of Trustee's Policy Statement

Brookdale Community College is an Equal Employment Opportunity/Affirmative Action Educational Institution dedicated to achieving and maintaining a professional, highly trained and diverse faculty and staff.

This policy shall be pursued through an unwavering commitment to diversity, not only as a compliance responsibility but also as an active, conscious effort to build and develop diversity within the faculty and staff.

Consistent with its policy on diversity and affirmative action, the Board requires that no recommendation is set forth until a comprehensive and impartial recruitment effort has been made to secure fully qualified individuals from a diverse pool of applicants. The Board will be assured, by the President, that such efforts have been sincerely and completely carried out, providing opportunity for reasonable choice among qualified candidates. Exceptions, although rare, may be made upon recommendation of the President when the unique and/or urgent needs of the College require the immediate appointment of a qualified candidate.

Full-time hiring for administrative and staff positions will occur at the entry level and at the minimum salary established for the position. The starting salary for faculty hires will be within the entry-level range (typically up to 15%) for the "Instructor" level rank. Some flexibility on establishing a starting salary for all full-time positions or initial rank may be allowed in consideration of market factors and in accordance with the provisions of union agreements. Any request to hire above entry-level rank or minimum salary must be justified and approved by the President prior to any effort to recruit for a position.

It is the obligation of every employee of the College to support this policy by adhering to its tenets and by making conscious and active efforts to understand and embrace our diversity goals.

Positions Covered

This regulation is to be used in filling all full-time administrative and staff positions, whether new or existing.

Although not required to follow this regulation for reassignments, transfers or filling interim, acting or hourly positions, it is expected that the College will continue to strive towards the goals of diversity and excellence in the filling of these positions.

Role of Staff

The Staff serve a crucial role in the staffing process. They develop hiring criteria, draft advertisements, assist in identifying the qualified applicant pool, interview identified candidates and recommend candidates to the appropriate Vice President for potential hire. At each step of the process, staff provide the expertise and knowledge of their discipline to enable the Human Resources Department to implement the staffing regulations.

Time Frame

All parties should be aware that the hiring/staffing cycle might last several months, from pre-determination to Board of Trustees action. The Board of Trustees normally meets once a month and the Board must take formal action to authorize the hiring of employees upon the President's recommendation. The scheduling of interviews and the review and recommendation process should be developed with Board meeting dates in mind.

Terminology Definitions

Limited Posting - In most cases "limited posting only" openings are not appropriate since they will not be actively advertised externally. However, at the discretion of the Dean of Human Resources, a job may be posted and distributed on a limited basis when a sufficiently diverse pool of qualified internal candidates exists. Individuals not employed by Brookdale will still be eligible to apply.

Interview Committee - Shall be recommended by the Requesting Official who shall also designate the Chairperson. The membership of the committee should be limited to three but may be expanded, normally no more than five, at the discretion of the Requesting Official. Its membership should include employees with diverse but relevant backgrounds with at least one member having considerable expertise or knowledge of the requirements of the position under consideration. At his or her discretion, the Requesting Official may be a member of the Interview Committee or, with Cabinet member approval, may serve as the sole, independent interview official in place of the Interview Committee. This option is only available for certain positions as it eliminates the second review/interview procedure.

Interview Pool - A diverse pool of qualified applicants (at least five but usually no more than ten), provided to the Interview Committee by the Human Resources Department. The list may include or be supplemented by qualified internal applicants or by applicants

identified by the Chairperson of the Interview Committee upon a limited review of the non-identified applicants.

Pre-Determination - The steps which must be taken prior to receiving approval from the President to proceed with the staffing/hiring process. The Requesting Official must develop supporting rationale if he/she believes that market factors warrant advertising the initial salary above the minimum.

Recommending Official - The appropriate Vice President has the authority to identify the final candidate and recommend approval of the final candidate to the President. The Recommending Official also has the final authority to select and appoint Interview Committee members.

Recruitment Campaign - An external recruitment campaign will involve extensive outreach efforts to diverse populations of potential applicants.

Requesting Official - Normally the immediate supervisor over the position being filled but may be another employee of the hiring organization. Serves as liaison between the Human Resources Department and the Recommending Official throughout the hiring/staffing process. May also serve as the sole/independent interview official in place of the Interview Committee for certain positions and at the discretion of the appropriate Cabinet member.

Starting Salary - The starting salary for any hire will be at the minimum established for the classification established for the position. Requests to advertise and hire above the minimum must be in accordance with the provisions of the union agreement, supported by written rationale, reviewed by Human Resources and approved by the President. The starting salary is established during the pre-determination process.

Telephone Interviews - Telephone interviews may be utilized at the discretion of the Interview Committee to facilitate the interview process. Candidates may be offered the option of a personal interview or a telephone interview for the initial interview.

Travel Expenses - Reimbursement for travel expenses is normally limited to finalists for certain administrative positions. Fifty percent of the necessary and reasonable travel expenses incurred by applicants traveling to and from a second or final interview may be reimbursed by the hiring organization. The necessary and reasonable cost of lodging and meals may be reimbursed at 100%.

Vacancy - A vacant position for which recruitment activities have been authorized.

Vacancy Announcement - vacancy announcements shall be made available to all employees and will be posted for a minimum of ten working days. Vacancy announcements provide basic information on the responsibilities and minimum qualifications of the position and are used as recruitment aids.

Overview of Key Roles and Responsibilities

Requesting Official

- Completes the pre-determination phase of the staffing/hiring process.
- Contacts Human Resources Department to initiate the Personnel Request Form.

- Acts as advocate for diversity.
- Provides direction to Human Resources in developing recruitment campaign.
- Acts as subject matter expert to review credentials of applicants not initially identified by Human Resources for interview.
- Checks references of selected candidate.

Chairperson, Interview Committee

- Acts as advocate for diversity.
- Presides over all interviews.
- Acts as host for applicants.
- Ensures committee members attend scheduled meetings/interviews.
- Acts as liaison between Interview Committee and Human Resources.

Interview Committee

- Presents a positive and professional image of Brookdale.
- Attends pre-interview meeting with Human Resources for charge, orientation and development of interview questions.
- May review applicant pool for additional candidates.
- Acts as advocate for diversity.
- Interviews applicants identified by Human Resources.
- If second interview conducted, committee usually forwards at least three acceptable applicants (in alpha order) to the Requesting Official.

Vice President

- Provides authorization to Requesting Official to proceed with staffing process.
- Acts as advocate for diversity.
- Approves selection of Interview Committee members.
- Reviews qualifications of and/or interviews applicants forwarded by the Requesting Official and identifies a candidate.
- Forwards completed Employment Recommendation form to the Human Resources Department for review, Presidential authorization and Board action.
- May make conditional offer of employment to selected candidate after President authorizes action pending Board action. (May request Human Resources to make the offer.)

Human Resources Department

- Acts as advocate for diversity.
- Works closely with Requesting Official and Vice President to meet their staffing needs.
- Reviews Personnel Request Form for completeness and forwards to President for final authorization to initiate staffing/hiring process.
- Conducts recruitment campaign which ensures a diverse pool of qualified applicants.
- Coordinates and processes all applicant correspondence.
- Provides training/consultation on interview questions and diversity goals to Interview Committee.
- Screens applicants and identifies interview pool (at least five but usually no more than ten) for the Interview Committee.
- Coordinates travel/interview dates and times.

- Reviews Employment Recommendation Form and forwards to President for final authorization to offer position to identified candidate contingent upon Board of Trustee approval.
- Ensures that all necessary supporting documents are prepared for Board of Trustee action on President's recommendation.
- Arranges for all pre-employment and new hire activities.
- Maintains all employment and Board material.

V. Responsibility for Implementation

College Officers

Approved: President

4/96

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