

BROOKDALE COMMUNITY COLLEGE COLLEGE REGULATION

3.9010R Staffing of Administrative and Support Staff Positions

I. Title of Regulation

Staffing of Administrative and Support 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 staff that represents the diversity of our student population.

III. Authority

New Jersey Statutes: County Colleges, 18A-64A-12(f) and (g), General Powers of Boards and Board of Trustee Policy 3.0001, Staffing and Hiring

IV. Regulation Statement

This regulation provides the framework for the hiring of full-time administrative and support staff employees, consistent with the Board's policy on Staffing and Hiring to achieve and maintain a professional, highly trained, and diverse workforce, reflective of our student body. As required by policy, no recommendation shall be set forth from any external search until a comprehensive and impartial recruitment effort has been made to secure fully qualified individuals from a diverse pool of applicants.

Although exceptions may be made upon the recommendation of the President, these will be limited to times when the unique and/or urgent needs of the College require the immediate appointment of a qualified candidate.

Full-time hiring for administrative and support staff positions will occur at the entry level and at the minimum salary established for the position. Some flexibility on establishing a starting salary for full-time administrative and support staff positions may be allowed in consideration of market factors and in accordance with provisions identified in the collectively bargained agreements. Any request to hire above the minimum salary for the band must be justified to and approved by the President prior to any effort to recruit for a position.

Positions Covered

This regulation is to be used in filling all full-time administrative and support 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 its commitment to diversity, inclusion, equity, belonging, and excellence in the filling of these positions.

Exceptions to extend a temporary assignment beyond one (1) year requires the approval of the appropriate Cabinet member; exceptions to extend a temporary assignment beyond two (2) years requires the approval of the President.

Role of the Interview Committee

Interview committee members serve a crucial role in the staffing process. The interview committee provides input on hiring criteria, may identify discipline specific recruitment sources, may provide feedback and suggestions for interview questions, may add to the recommended interview pool, and interviews and recommends candidates (preferably 3), in alphabetical order, to the Hiring Manager and appropriate Vice President/Associate Vice President for potential hire. At each step of the process, committee members provide the expertise and knowledge of their discipline to enable the Human Resources Department to implement the staffing regulations.

Time Frame

The hiring/staffing cycle might last several months, from pre-determination to Board of Trustee 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. Board materials are due to Human Resources approximately 2-3 weeks before the Board meeting date.

Prior to the start of the recruitment process, the Hiring Manager will establish a schedule for committee and finalist interviews and for the tentative job offer to be made, pending Board approval.

Terminology Definitions

Applicant Pool - Candidates who have applied to the vacant position. Either the Chairperson of the Interview Committee or the Hiring Manager, at the discretion of the Hiring Manager, and the HR Employment Manager will review the applicant pool to identify qualified applicants selected for interviews. The interview pool will be provided to the Interview Committee by the Human Resources Department. The committee may recommend additional candidates from the applicant pool to be interviewed.

Background Check – All candidates for employment positions at the College must undergo a background check and have certain credentials verified as a condition of employment. Initiated by Human Resources, the background check may include driver's license verification if required for the position, employment and credential verification, and criminal history, sex offender, and prohibited parties check, and any other checking deemed appropriate for the position. See Regulation 3.0004R.

Hiring Manager – The supervisor over the position being filled is normally the Hiring Manager but may be another employee of the unit designated by the Recommending Official. Serves as liaison between the Human Resources Department and the Recommending Official throughout the hiring/staffing process. Completes reference checks on finalist(s). The Hiring Manager may serve as the sole/independent interview official in place of the Interview Committee for certain positions, at the discretion of the appropriate Cabinet member and may also identify discipline specific advertising sources to the HR Employment Manager.

Internal Posting – A vacancy that is only open to full-time employees for a limited period of time before a decision is made whether or not to open the position to external candidates.

Interview Committee – Subject to final approval of the Recommending Official, the Hiring Manager shall designate the Interview Committee, including the Chairperson. The membership of the committee should be limited to three but may be expanded, not to exceed seven. Committee membership larger than seven (7) must be specifically approved by the Recommending Official. Membership should include employees with diverse but relevant backgrounds with the majority having considerable expertise or knowledge of the requirements of the position under consideration. At his or her discretion, the Hiring Manager 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 may eliminate the second review/interview procedure. The committee may identify position specific advertising sources to the HR Employment Manager. At the discretion of the Hiring Manager, the committee assists the HR Employment Manager and the Interview Committee Chairperson or the Hiring Manager, in developing and finalizing interview questions.

The Interview Committee interviews selected candidates. Immediately following the last interview, the committee chair is responsible for summarizing and delivering, in writing, the strengths and weaknesses of acceptable candidates (preferably 3), in alphabetical order, that the committee wishes to forward to the Hiring Manager and Recommending Official for consideration.

Interviews, First-Round - First-round interviews may be conducted in-person (preferably) or virtually. In either case, the interviews will be sufficiently in-depth to narrow the applicant pool. The interview should last approximately 45-60 minutes. The committee then determines finalists (preferably 3), in alphabetical order, for formal on-campus interviews with the Hiring Manager and the Recommending Official.

Interviews, Second-Round - Once the applicant pool has been sufficiently narrowed down, potential hires will be invited to the campus for further consideration and screening by the Hiring Manager and the Recommending Official. These on-campus interviews also introduce the campus and community to the candidate. The second-round interview should last approximately 60 minutes. Ideally, this step will result in the identification of a selected finalist. At the discretion of the Recommending Official, a search will continue or be extended if fewer than three finalists are recommended by the Interview Committee or if none of the finalists are acceptable.

Pre-Determination - Prior to posting a position, the Recommending Official must receive approval to fill a vacant position from the VP, Finance & Operations and from the President. If market conditions warrant a posting in excess of the minimum salary, this approval must be obtained prior to posting the position. A request for an exception to post and/or hire above the minimum salary for the band must be justified in writing by the Recommending Official, reviewed by HR, and approved by the President prior to posting the position.

Recommending Official - The Recommending Official is the officer below the President in the organizational structure and has the final authority to approve members of the Interview Committee designated by the Hiring Manager. The Recommending Official has the authority to identify and recommend approval of the final candidate to the President. The Recommending Official also reviews the references completed by the Hiring Manager before authorizing the HR Employment Manager to make a tentative offer, pending completion of all contingencies, such as a background check, and Board of Trustee approval.

Recruitment Campaign - If a position is advertised externally, the recruitment campaign for permanent full-time administrative and support staff positions will involve extensive outreach efforts to broad-reaching and inclusive sources.

Starting Salary - The starting salary for any individual hired under this Regulation will be the minimum of the classification established for the position. Requests to advertise and hire above the minimum salary for the band must be justified in writing, reviewed by Human Resources, and approved by the President prior to posting the position.

The starting salary is established during the pre-determination process.

Travel Expenses - Reimbursement for travel expenses is limited to second and third in-person interviews only.

- For second in-person interviews:
 - All travel expenses are reimbursed at 50%.
 - Lodging is reimbursed up to the per diem rate if the travel exceeds 60 miles one way or if the interview is scheduled before 8 a.m. or after 7 p.m.
 - Meals (excluding alcohol) are reimbursed up to the per diem rate.

- For third in-person interviews:
 - All travel expenses are reimbursed at 100%.
 - Lodging is reimbursed up to the per diem rate if the travel exceeds 60 miles one way or if the interview is scheduled before 8 a.m. or after 7 p.m.
 - Meals (excluding alcohol) are reimbursed up to the per diem rate.
- Receipts are required for all expenditures requested. Failure to provide receipts will result in non-reimbursement of expenses.

Vacancy - A vacant position for which a posting has been approved and recruitment activities have been authorized.

Vacancy Announcement - Vacancies shall be posted for a minimum of ten working days and shall be advertised if designated as an external search. If positions are designated as “Open until Filled,” a submission date to ensure full consideration will be listed. Vacancy announcements provide basic information on the responsibilities and minimum qualifications of the position.

Overview of Key Roles and Responsibilities

Hiring Manager

- Strives toward commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- Recommends members and chair of the Interview Committee.
- May serve as the sole/independent interview official in place of the interview committee for certain positions, at the discretion of the appropriate Cabinet member.
- With the HR Employment Manager, reviews the applicant pool to identify qualified candidates and to select candidates for interviews or may assign this responsibility to the Chairperson of the Interview Committee.
- With the HR Employment Manager, develops interview questions with the Interview Committee or may assign this responsibility to the Chairperson of the Interview Committee.
- May recommend specific advertising sources to the HR Employment Manager.
- Interviews finalists with the Recommending Official.
- Checks references of finalist(s).

Human Resources Department

- Strives toward commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- Works closely with Hiring Managers and Recommending Officials to meet their staffing needs.
- Posts vacancies and, if external applicants are solicited, conducts broad and inclusive recruitment advertising.

- Coordinates and processes all applicant correspondence.
- Finalizes interview questions in collaboration with the committee Chairperson or Hiring Manager, at the discretion of the Hiring Manager, and with the assistance of the committee.
- If a hiring range is pre-approved, determines initial starting salary for the finalist.
- Provides training/consultation to the Interview Committee regarding non-discrimination laws, interview questions, and the Board's commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- Screens applicants and identifies qualified candidates to be interviewed in collaboration with the Interview Committee Chairperson or the Hiring Manager, at the discretion of the Hiring Manager.
- Coordinates travel/interview dates and times.
- Processes travel reimbursements for candidates, as needed.
- Creates the Employment Recommendation in the applicant tracking system (ATS) and initiates the approval process.
- Makes tentative offer to the candidate, pending Board approval.
- Ensures that all necessary supporting documents are prepared for Board of Trustee action on President's recommendation.
- Arranges background checks and notifies AVP, Human Resources, of any discrepancies.
- Maintains all search files and Board material.
- Manages the College's ATS
- Closes out all searches, including communications with those in the applicant pool.

Interview Committee Chairperson

- Strives toward commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- At the discretion of the Hiring Manager, works with the HR Employment Manager to identify qualified candidates and select candidates for interview/s.
- At the discretion of the Hiring Manager, finalizes interview questions in collaboration with the Employment Manager and with the assistance of the committee.
- Acts as host for applicants.
- Presides over all interviews.
- Ensures committee members attend scheduled meetings/interviews.
- Acts as liaison between Interview Committee and Human Resources.
- Provides written strengths and weaknesses of finalists forwarded to the Hiring Manager and Recommending Official immediately following the committee interview/s.

Interview Committee

- Strives toward commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- Presents a positive and professional image of Brookdale.
- Attends pre-interview meeting with Human Resources for charge, orientation and development of interview questions.
- May provide potential position specific advertising sources.
- Collaborates with the committee Chairperson, or the Hiring Manager, and the HR Employment Manager, to finalize interview questions.
- May add to the candidates selected for interview if recommendations are made in a timely manner.
- Interviews candidates.
- Forwards at least three acceptable applicants (in alphabetical order) to the Hiring Manager and Recommending Official for further consideration. At the discretion of Recommending Official, a search may be extended if fewer than 3 finalists are recommended or if none of the finalists are acceptable.

Recommending Official (Appropriate VP/AVP)

- Strives toward commitment to diversity, inclusion, equity, belonging, and excellence in the filling of positions.
- Completes the pre-determination phase of the staffing/hiring process.
- Has final approval authority to select the interview committee and chair.
- Reviews references conducted by the Hiring Manager.
- Reviews qualifications and interviews finalists.
- May extend a search if fewer than 3 finalists are recommended or if none of the finalists are acceptable.
- Recommends appointment to the President for Board approval.
- Requests HR to make a tentative offer of employment, pending Board approval.

V. Responsibility for Implementation

College Officers

Approved: President 4/96

Revised 5/98

Updated: 2/17/2025