STAFF HIRING HANDBOOK

Contains information regarding:
- Full-time Staff Hiring
- Part-time Staff Hiring
- Search Committee Instructions
-Reference Questionnaire

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Contents

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INTRODUCTION TO HIRING AT SALT LAKE COMMUNITY COLLEGE (SLCC)

This resource guide should be used by all hiring supervisors and committees involved in filling vacancies at the College. The hiring process outlined in this document applies to full-time and part-time staff and refers to specific forms and authorizations that must be received in order to advertise, interview, and hire a new staff member.

SLCC affirms its continued commitment to a policy of Equal Employment Opportunity and Affirmative Action in all of its hiring practices. Experience has shown that the development and implementation of an Equal Employment Opportunity/Affirmative Action (EEO/AA) hiring process contributes to an expansive search that increases the quality of candidates for vacancies, and hence, the excellence of the College's faculty and staff. The College recognizes that it must develop and implement specific hiring practices and procedures to assure equal employment opportunity and establish an effective affirmative action program. The College's overall affirmative action commitments, programs, and policies are contained in a separate document titled "Affirmative Action Program." SLCC provides individuals with disabilities reasonable accommodations to participate in College activities, programs and services. Individuals with disabilities requiring an accommodation to participate in the hiring process should make a request to the Benefits Office in Human Resources Department. SLCC is an EEO/AA employer and is strongly and actively committed to increasing diversity and providing equal opportunity within its community. SLCC does not discriminate against persons based on age, color, disability, gender, marital status, national origin, race, religion, sexual orientation, or veteran status.

Questions regarding the College's staff hiring process, recruitment programs, or required forms and authorization for the filling of staff vacancies, should be directed to the Human Resources Office, 957-4210.

<div align="center">**LAWS**</div>

Equal Employment Opportunity

Title VII of the Civil Rights Act of 1964

Title VII as amended and expanded by the Equal Employment Opportunity Act of 1972 and the Civil Rights Act of 1991, prohibits employers, unions and employment agencies from discriminating in employment on the basis of race, color, religion, national origin and gender. Title VII also prohibits discrimination because of pregnancy, childbirth or related conditions. Employers are prohibited from discriminating in hiring, firing, compensation or any terms, conditions or privileges of employment; nor can they limit, segregate or classify employees or applicants by race, color, religion, gender, pregnancy or national origin in any way that would adversely affect their employment status. Apprenticeship and training programs are also covered by this Act.

Age Discrimination in Employment Act of 1967 (ADEA)

The ADEA prohibits discrimination on the basis of age for people 40 years of age or older. Unless age relates to successful performance of the job, it is unlawful to ask the applicant to provide information about age. An applicant can be asked whether they are over the age of 18 for the purpose of determining whether he or she is old enough to be lawfully hired.

The Immigration Reform and Control Act of 1986 (IRCA)

The IRCA as amended by the Immigration Act of 1990, prohibits discrimination in employment on the basis of national origin and citizenship status. Under IRCA's record-keeping requirements, all employers must examine documentation from all new employees to verify their citizenship status or right to work in the United States. Employers must use an I-9 form to verify an employee's identity and employment authorization. New employees **must** complete the I-9 within three business days of commencing work.

Rehabilitation Act of 1973

The Rehabilitation Act requires institutions that receive federal funds to take affirmative action to employ and advance in employment qualified individuals with disabilities.

The Americans with Disabilities Act of 1990 (ADA)

The ADA prohibits discrimination in employment against "qualified individuals with disabilities." The ADA also prohibits employment discrimination against qualified individuals who are perceived to have a disability, or because of an association with an individual who has a disability. Employers are required to provide reasonable accommodations to qualified applicants or employees with disabilities unless the accommodation causes an undue hardship.

Utah Veterans' Preference Act (1993)

The Act requires that each state entity give preference to each eligible veteran applicant that meets our minimum qualifications. Each eligible veteran will received an additional 5% of the total possible points and disabled veterans will receive an additional 10% of the total possible points. To be eligible, a person claiming veterans' preference will be required to submit a DD-214 form. This form may be obtained from the veterans' branch of the Military Agency for which they rendered service.

Executive Order 11246

Executive Order 11246 requires that all federal contractors take affirmative action to recruit, hire, and promote minorities and women. The order also prohibits institutions from discriminating in employment on the basis of race, gender, religion, color, or national origin. While the College is not a federal contractor, the College follows many of the programs designed to promote minorities and women.

Utilization Analysis under Executive Order 11246

The utilization analysis is a key document required of the College and monitored by the Office of Federal Contract Compliance Programs. It identifies comparative data for minorities and/or women between the SLCC workforce and published statistics. If the workforce data equals, or is greater than the availability data, the job category is utilized. If the availability data exceeds the workforce data, then goals will be produced and monitored. For more information see the College's Affirmative Action Program publication.

PHILOSOPHY OF AFFIRMATIVE ACTION IN COLLEGE HIRING

As an Affirmative Action institution, SLCC is committed to Affirmative Action in recruiting, hiring, and retaining minorities and women. In practice, the College will monitor a hiring department's search activities to assure that a "good faith effort" is made to identify, recruit, and hire minorities and women.

The most frequently asked question regarding affirmative action is how a particular candidate's ability to satisfy a goal should weigh in the overall evaluation of the "best" candidate for the vacancy. The College's position is that all candidates who meet the pre-established minimum qualifications for a job vacancy are qualified. Beyond this, a candidate's qualifications are meaningful only in relation to the specific needs of the department and overall goals of the College. The criteria for selection should include the ability of a candidate to contribute to the College, in this context, the "best" candidate cannot be defined independently, but through the department's need, work of the search committee, and selection by the hiring supervisor.

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Hiring Goals

A hiring goal is an objective to promote inclusion in the workforce of individuals previously excluded or under-represented. The College is committed to achieving hiring goals through specific actions to meet the stated compliance. When a hiring goal exists, strategies must be developed and implemented to recruit and hire a qualified woman or minority. One of the most frequently asked questions is what distinguishes a hiring goal from a hiring quota. Hiring goals are established for the hiring year to allow planning and flexibility in meeting goals. Quotas are only imposed by the court where noncompliance is evident and to address a pattern of discriminatory hiring as a result of an agency review.

Good Faith Effort

The term, "good faith effort" when used in relation to compliance with the goals and objectives of an affirmative action program, refers to the efforts exerted by the department to meet a hiring goal. Good faith effort is used to describe an honest effort and purpose to carry out the necessary actions to meet the College's obligation to fill an affirmative action hiring goal. If a hiring department or committee is filling a vacancy with a hiring goal and there is an availability of qualified women or minorities, then their efforts to identify and recruit qualified candidates for the vacancy should be demonstrated by the recruitment activities and the composition of their applicant pool. If a hiring department makes a "good faith effort" to recruit qualified women and minorities but fails to meet an identified affirmative action goal, then the search may be considered to be in compliance with the College's hiring practices.

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Human Resources Contacts

This manual is a resource for hiring full-time and part-time staff. It is designed to guide you through the process and steps from beginning to end. It is also designed to assure compliance with applicable laws, regulations, and SLCC goals, policies, and procedures.

The selection and employment process must be consistent for each applicant and provide the opportunity for the applicants to define why they are the best applicants for the position. We want to ensure a quality process for the hiring of well-qualified staff who are committed to our students.

Human Resources is available to assist you in the employment process. We are committed to providing you the tools and services that you need to be effective. If we can assist you in any way, please contact Human Resources at extension 4210.

HR Contact	Area/Responsibilities	Phone	E-mail
Craig Pollock HR Coordinator	-President's Office, Business and Institutional Advancement Services	4915	Craig.Pollock@slcc.edu
Dixie Green HR Coordinator	-Student Services	4805	Dixie.Green@slcc.edu
Margaret Vail HR Coordinator	-Academic Services for Staff Positions	4427	Margaret.Vail@slcc.edu
Marni Fisher Director of Employment and Compensation	Oversee Staff processes	4812	Marni.Fisher@slcc.edu
James Broadbent Manager, Faculty Services	Oversee Faculty processes	4672	James.Broadbent@slcc.edu

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FULL-TIME STAFF HIRING GUIDELINES

THE HIRING PROCESS

The hiring process is comprised of seven (7) steps:
1. Establishing/Updating Position Description (may need job evaluation)
2. Forming a search committee.
3. Recruiting and Posting Requirements.
4. Screening applicants.
5. Interviewing.
6. Selection.
7. Offering the job.
8. Finishing the process

Establishing/Updating the Position Description

If a new, previously unevaluated position is being considered, a position description must be written, evaluated and approved before the hiring process begins. This is completed on the Position, Applicant, Requisition System (PARS). Tips and templates of position descriptions can be found on the Human Resources' website: http://www.slcc.edu/hr/compensation.asp

Job Evaluation

Job evaluation is used to identify, analyze and measure each job against set criteria and weighs the relative value of jobs in a uniform and consistent manner. The Human Resources Office, or the supervisor requests evaluations of positions. Evaluations will be performed on all new jobs, jobs that haven't been previously evaluated, when an existing job has changed 15-20 percent or when the job hasn't been recently evaluated.

Process
1. The supervisor is responsible to assign duties and writes the position description (it is suggested that employees have input to the position description, but is not required.) Supervisor sends the position description to the Human Resources Department through PARS.
2. Human Resources will review the position description and may make recommendations to the supervisors to improve the position description or make it more consistent. HR will also notify the supervisor if the position description.
3. Second level supervisor through the Vice President: reviews the position description and approves all job duties, responsibilities and department organizations and approve it through PARS. If either any approval levels do not agree with the description's content, it is returned to the supervisor.
4. The position description evaluation is sent to the Budget Office to ensure the funds are available. If the position requires evaluation by JEC, it will happen at this point. JEC evaluates the job description using a point evaluation system consisting of three general categories.
   1. Know-How
   2. Problem Solving
   3. Accountability

5. After JEC, the Budget Office finalizes the funding, and sends to HR for final approval. The department is responsible for funding the position.

6. After final approval, Human Resources will prepare to post the position on http://jobs.slcc.edu based on the position description.

The requisition form is part of the position description, so a separate form is not necessary. Human Resources Coordinators will work with each position to specify length of posting, advertising, and other specific processes during the hiring process. However, Cabinet approves all open positions for approval to post. This will be done based on Thursday night's data, the report is sent to Cabinet on Friday for the following Tuesday's meeting.

Posting the Position

Trade-Offs

If an educational degree is required for non-exempt staff positions, and the hiring manager will allow trade-offs of education/experience, it must be specified in the announcement. Trade-offs cannot be used to calculate salary.

Search Committees and Applicant Pool Approval

The Search Committee Chair and committee members need to be selected and indicated on the online requisition. Policy governs the size of every committee. Search committees are organized as follows:

Staff positions (non-exempt or exempt):
A minimum of three members on the committee

Administrative positions:
A minimum of five members on the committee

TIP: Check calendar and dates of position closing and committee work with tentative committee members before final selection of individuals.

For selected positions, Human Resources may establish an applicant pool. The department may hire from the pool without posting the position. Applications will be received on a continuous basis. The Search Committee will rank the applications and hire from the pool. Periodic advertisement by the department will be required.

Recruiting and Posting Requirements

Responsibility for recruiting is shared with the hiring department, the search committee, and the Human Resources Department.

1. Advertising is required for staff positions. Indicate publication(s) desired and dates the ad is to run. (See chart below for required advertising.) For specific professional and trade journals,

include information as to publication dates, phone number of advertising department, etc.   The HR Coordinator can assist the supervisor in selecting various newspapers and other publications in which to place the ads.

2.   Submit a departmental index and account to Human Resources for billing purposes.

3.   All ads (including part-time) are approved by the Human Resources Department prior to placing the ad. Human Resources will assist in writing the ad, at the request of the department, with the supervisor's final approval.

4.   Members of the Search Committee are encouraged to contact colleagues and others who may be interested in the position. They may also send position announcements to other possible interested individuals or organizations.

Position	Minimum Number of Posting Days	Advertising Minimum	Minimum Committee Membership
Administrators	10 Working Days	All positions require external searches, Associate Dean positions may be posted internally first. Newspaper and other online media required.	Minimum of 5
Exempt Staff	Internal – 10 Working Days External – 10 Working Days	Internal – HR Website External – Newspaper and other online media required.	Minimum of 3
Non-exempt Staff	Internal – 10 Working Days External – 10 Working Days	Internal – HR Website External – Newspaper and other online media required.	Minimum of 3
Temporary Staff	Not Required	Not required	Not required

Screening and Interview Process

The selection process contains three parts: minimum screening, criteria screening evaluation and the oral interview screening. The chair will monitor the process and assure appropriate procedures and guidelines are followed. Where a concern is raised, the chair will have the authority to suspend any further committee activities until a resolution with HR has occurred and may be determined with the appropriate administrator.

1.   The committee will have access to the application electronically through PARs.

2.   For positions posted "open until filled," applications will be available online to the co-chairs after the priority date. Applications will be reviewed until an offer is made to a selected applicant.

3.   The hiring supervisor will schedule a meeting ith the search committee and HR prior to the closing of the posted position and schedules their meetings. The committee develops/reviews:

a. Minimum Screening: Typically education and years of experience required for the job. Minimum screening is a yes or no process.
b. Criteria Screening: The aspects of the job that candidates should already have. These are also taken from the posting but not limited to the preferred qualifications.
c. The interview questions are also according to the information in the posting. "Real situation" scenarios should be included as a part of the oral interview process. These also use a numbering scale. **Screening criteria and interview questions must be submitted to HR for approval prior to screening and interviewing the applications.**

Minimum Screening:

The chair and one other person on the committee will screen all applications for minimum requirements Where there is a disagreement on whether an applicant meets minimums, HR advocates to include applicants who are questionable. The content comes from the posting and is typically the education minimum requirement and years of experience requirement. Example:
Applicant's Name:

Bachelor's Degree	Yes or No
2 years experience	Yes or No

This can be completed on a spreadsheet or individual sheets for paper. Both screeners sign the document(s). You can email your HR Coordinator to receive an electronic version of the template. Template (recommended):

Minimum Requirements

Completed by:

Position Title:

Requisition Number:

Applicant	Date Applied	Education Minimum		Direct Work Experience		Meet minimum requirements
		Yes	No	Yes	No	
Applicant 1	1-Apr	X			X	NO
Applicant 2	9-Apr		X		X	NO
Applicant 3	30-Mar	X		X		YES
Signed by Chair					date	
Committee Member					date	

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Criteria Screening and Evaluation:

HR approves the Screening Criteria document. All topics are derived from the position announcement. The committee independently scores applicants meeting minimum requirements. Once all committee members have their scores, the committee will meet together and review scores for any discrepancies. All committee members do the scoring and participate in the review. The committee evaluates all the materials submitted online to the committee.

Example of Criteria Screening:

Screening Criteria	
Applicant Name:	
Position:	
Date:	
Rate from 0-5, with 5 being the highest	
1. Proficiency in general office procedures (phone etiquette, customer service, tracking budgets, filing, and inventory)	
2. Preparation of business correspondence, reports, forms	
3. Strong computer skills	
4. Attention to detail	
5. Ability to communicate clearly in verbal and written format	
6. Able to work independently and as a team member	
Reviewers Signature:	Date:

Template (recommended):

Screening Criteria

Completed by:

Position Title:

Requisition Number:

Applicant	Date Applied	Criteria #1 Points 0 = no exp 3 = some 5 = all	Criteria #2 Points 0 = no 1 = 1 year 2 = 2 years 3= 3 years 4 = 4 years	Criteria #3	Criteria #4	Criteria #5	Criteria #6	Criteria #7	Criteria #8	Totals
Applicant 1	1-Apr	0	0	2	0	0	1	0	0	3
Applicant 2	9-Apr	3	2	3	2	0	2	1	0	13
Applicant 3	30-Mar	5	4	3	4	3	2	2	0	23
										0
										0
										0

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											0
											0
											0
											0

Interview:

The committee will interview the highest ranked applicants from the Criteria Screening, typically more than three.

If the hiring supervisor is not on the hiring committee, the committee will forward the highest ranked applicants (a minimum of three) to the hiring supervisor in alphabetical order. With approval of the hiring supervisor and HR, the committee may forward less than three names based upon the strength of the pool.

The hiring supervisor conducts a final interview and selects the final candidate to hire.

With Cabinet member approval, finalists may be asked to further interview with appropriate constituents groups. HR will place the approval in the search file for the position.

If an applicant requests an accommodation, please contact the Benefits office in the HR Department. If an accommodation is necessary, the committee chair and the HR Coordinator will be notified. Committee work may be delayed depending on the time of the request. **Do not deny an accommodation request without sending the applicant to the Benefits Office in HR first.**

Supervisors are encouraged to hire women and/or minority applicant(s) from among the group of qualified applicants as appropriate. The hiring supervisor shall keep in mind the goals of the College, to correct underutilization of minorities and/or women in the College workforce. The purpose is to help departments and the College meet their affirmative action goals.

Template (recommended):

Interview Questions

Completed by:	
Position Title:	
Requisition Number:	
Applicant Name:	

SCORE

#1	Interview Question number 1	
#2		
#3		

Reference Checks

The Hiring Supervisor will complete reference checks on the selected applicant. (See the last page of this document for the pre-approved questions.) On the application, there is a section for applicants to list references, those may be contacted as well as previous employers. There is also a question on the application asking if SLCC can contact the current employer. If indicated "Yes", we strongly encourage you to call the current employer. If indicated "No", please respect the wishes of the applicant.

If the Hiring Supervisor rejects the applicant, they will inform the committee of the decision and determine if the next candidate should be offered the position, or if the position should be reposted.

Selection and Job Offer Process

Selection and Job Offer
For staff and administrative positions, after receiving input from the committee, the hiring supervisor will make the final hiring selection.

Before a job offer is made, the following must be completed:
1. If the selected applicant has a relative currently employed, full or part-time, at the College, approval must be obtained from the President through proper channels before the background check will be entered or an offer can be extended. Employment of Relative Form

2. If the selected candidate has a conviction, it must be reviewed with Human Resources for

discussion.

3. Reference checks are required on all positions. The hiring supervisor is responsible for completing the reference checks. We recommend at least three references.

4. Credentials, screening criteria, interview ratings, and the completed Applicant Summary Chart must be submitted to and approved by the HR Coordinator.

5. A Recommended starting salary form is completed by the hiring supervisor and the HR Coordinator. Recommended Starting Salary Form   Salary Schedule

6. A background check form will be submitted to Human Resources for processing. Criminal Background Check Form

7. A contingent offer letter is provided by HR to the hiring supervisor in order to make the offer.

8. Official college transcripts, if applicable, must be obtained before an offer can be made or be submitted to HR in a timely manner.

9. After all the documentation is submitted, a completed criminal background check and transcripts are received, the HR Coordinator will work with the hiring supervisor to determine the official start date.

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New Employee Orientation

The new employee will report for work as determined by the HR Coordinator and the Supervisor, on the first or the sixteenth of the month. The employee will report to the hiring department for New Employee Orientation and completion of the I-9 Form. The supervisor orients the new employee as soon as possible, completing the New Employee Orientation Checklist and Conditions of Employment form and all other hiring paperwork and turns into Human Resources within **two working days of the start date**.

The new employee completes the Online Orientation on the first work day, along with the New Employee Training presented by OIT. The supervisor also provides the new employee with the Required Training schedule.

The Benefits Coordinator will assist the new employee in selecting and enrolling in the College's insurance and retirement programs. Benefits will become effective on the first or sixteenth of the month regardless of the hire date.

The supervisor should meet with the new employee within the first three days of employment to discuss the responsibilities and duties of the position and set the goals and accountabilities that they will be evaluated on at their six-month evaluation. The evaluation form: [Performance in Excellence Program Form](#)

Paperwork

The following paperwork needs to be submitted to Human Resources in order to set up the new employee in payroll. Make sure all the paperwork is complete and signed.

➢ **New, Rehire. Internal Hire Form-** required for full-time positions even if currently working at the college in a different position.
➢ **SLCC Application** -
➢ **Official Transcripts** – required if credit is given in the starting salary form
➢ **I-9 Form** - Make sure it is filled out completely and signed by both the employee and supervisor or department representative, within 2 working days.
➢ **W-4 Form**
➢ **New Employee Orientation Checklist** -This form must be completed within 2 weeks of hire date.
➢ **Conditions of Employment** -This form must be included, signed and dated by the employee;
➢ **Ethical Duties of Officers and Employees**
➢ **Direct Deposit Form** –Optional
➢ Copy of Social Security Card, for payroll purposes

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Temporary Full-time Positions

One year (or less) temporary staff positions are still available for departments, the following still apply:

➢ Approved position description and job evaluation
➢ Minimum authority approval
➢ Reference checks completed by hiring supervisor
➢ Background check conducted by HR
➢ Transcripts if applicable
➢ Recommended starting salary form
➢ Offer letter from HR
➢ Online orientation
➢ All New Hire paperwork

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PART-TIME STAFF HIRING GUIDELINES

Part-time Staff Hiring Process

Once funding is obtained by the hiring supervisor for a part-time position, the hiring supervisor decides the title and the associated wage based on what would best suit the needs of the department. A list of current part-time titles and hourly rates can be found online at http://www.slcc.edu/hr/compensation.asp.

Requisition Forms

It is the responsibility of the hiring supervisor to acquire all necessary approvals and to ensure budget is available prior to initiating the requisition process for approval and posting of the position. Once approval is obtained, complete the online Personnel Requisition (found at http://jobs.slcc.edu/hr (PARS)). This form also outlines advertising information and search committee information if applicable.

Position Announcement

The position announcement is part of the requisition. It outlines position responsibilities and minimum education, work experience, skills and abilities required. This information is obtained from the part-time staff title, description and hourly rate list, the position announcement should also included specific department needs/requirements. Help is available as needed from Human Resources.

Applicant Ongoing Pool Approval

For selected positions, Human Resources may establish an ongoing applicant pool. The department may hire from the pool without posting the position. Applications will be received on a continuous basis. Each pool established will end June 30 of the fiscal year and a new poll may be established.

Human Resources Contacts

Human Resources is available to assist you in the employment process. We are committed to providing you the tools and services that you need to be effective. If we can assist you in any way, please contact Human Resources at extension 4210.

HR Contact	Area/Responsibilities	Phone	E-mail
Craig Pollock HR Coordinator	-President's Office, Business and Institutional Advancement Services	4915	Craig.Pollock@slcc.edu
Dixie Green HR Coordinator	-Student Services	4805	Dixie.Green@slcc.edu
Margaret Vail HR Coordinator	-Instructional Services for Staff Positions	4427	Margaret.Vail@slcc.edu

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Marni Fisher Director of Employment and Compensation	Oversee Staff processes	4812	Marni.Fisher@slcc.edu
James Broadbent Manager, Faculty Services	Oversee Faculty processes	4672	James.Broadbent@slcc.edu

Recruiting and Posting Requirements

Responsibility for recruiting is shared with the hiring department and the Human Resources Department.

Part-time positions will be posted internally and/or externally and will be posted by Human Resources on the website.

All ads (including part-time) are approved by Human Resource Department prior to placing the ad. Human Resources will assist in writing the ad, at the request of the department, with supervisor's final approval. A department index and account is required for billing purposes.

The hiring supervisor interviews applicants and makes a selection.

It is the hiring supervisor discretion to use a committee approach. If it is decided to use a committee approach, the full-time outline is applicable.

Selection Process

If an applicant requests an accommodation, please contact the Benefits office in the HR Department. If an accommodation is necessary, the committee chair and the HR Coordinator will be notified. Committee work may be delayed depending on the time of the request. **Do not deny an accommodation request without sending the applicant to the Benefits Office in HR first.**

 Supervisors are encouraged to hire women and/or minority applicant(s) from among the group of qualified applicants as appropriate. The hiring supervisor shall keep in mind the College's goal to correct underutilization of minorities and/or women in the College workforce. The purpose is to help departments and the College meet their affirmative action goals.

The Hiring Supervisor will complete reference checks on the selected applicant. See the last page for list of approved questions.

Job Offer Process

Before a job offer is made, the following must be completed:
If the selected applicant has a relative currently employed, full or part-time, at the College, approval must be obtained from the President through proper channels.

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The hiring supervisor notifies unsuccessful applicants they are no longer in the process. For pooled position, the applicants can remain in the pool.

Reference checks are required on all positions. The hiring supervisor is responsible for completing the reference checks

New Employee Orientation

The new employee will report for work as determined by the hiring supervisor. The employee will report to the hiring department for the completion of the I-9 Form within two days of hire.. The supervisor orients the new employee as soon as possible after the official hire by completing the New Employee Orientation Checklist and Conditions of Employment form and all other hiring paperwork and turns into Human Resources within **three working days** of the start date.

The supervisor should meet with the new employee within the first three days of employment to discuss their responsibilities and duties of the position.

Paperwork

The following paperwork needs to be submitted to Human Resources in order to set up the new employee in payroll. Make sure that all the paperwork is complete and signed.

- ➢ **New and Rehire Form-** required for full-time positions even if currently working at the college in a different position.
- ➢ **SLCC Application** -Make sure it is signed by the employee.
- ➢ **I-9 Form** - Make sure it is filled out completely and signed by both the employee and supervisor or department representative, within 2 working days.
- ➢ **W-4 Form**
- ➢ **New Employee Orientation Checklist** -This form must be completed and included sent to Human Resources within 2 weeks of the date of hire.
- ➢ **Conditions of Employment** -This form must be included, signed and dated by the employee;
- ➢ **Ethical Duties of Officers and Employees**
- ➢ **Direct Deposit Form** –Optional
- ➢ Copy of Social Security Card, for payroll purposes

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SEARCH COMMITTEE INSTRUCTIONS

Co-chairs: Please share following instructions with the search committee before the committee reviews applications.

If there are any questions, do not hesitate to call Human Resources.

HR Contact	Area/Responsibilities	Phone	E-mail
Craig Pollock HR Coordinator	-President's Office, Business and Institutional Advancement Services	4915	Craig.Pollock@slcc.edu
Dixie Green HR Coordinator	-Student Services	4805	Dixie.Green@slcc.edu
Margaret Vail HR Coordinator	-Instructional Services for Staff Positions	4427	Margaret.Vail@slcc.edu
Marni Fisher Director of Employment and Compensation	Oversee Staff processes	4812	Marni.Fisher@slcc.edu
James Broadbent Manager, Faculty Services	Faculty positions & processes	4672	James.Broadbent@slcc.edu

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Search Committee Instructions for Full-time Positions

Each search committee consists of no less than three members, depending upon the type of position filled. For administrative positions, the Hiring Supervisor will determine the committee size (no less than five).

The hiring supervisor/committee chair will organize a meeting for the committee and Human Resources prior to the position closing.

It is the policy of the College to hire women and minorities to fill College AA goals. All committee members will attend all committee meetings and help ensure that all applicants are treated consistently and fairly and will encourage committee members to avoid all types of discrimination. If a member of the committee is not available to continue to serve on the committee, contact the HR Coordinator overseeing the search.

The chair is responsible for scheduling and conducting meetings of the committee. The screening of each applicant by the Search Committee consists of three parts: 1) minimum screening based on the minimums defined in the job posting, 2) an evaluation of the written application materials submitted by each applicant as they pertain to the criteria established by the on-line job announcement, and 3) an oral interview of those selected applicants to evaluate those qualities which cannot be measured by the written documentation.

The Chair is responsible to see that all materials submitted by the applicants are safeguarded against loss and/or improper disclosure. Materials should not be shared with anyone outside of the committee.

The Committee schedules meeting times in advance to avoid scheduling conflicts and ensures that the screening process is done in a timely manner.

Review of Applications

The chair and one other committee member screen applicants for minimum qualifications This can be done on individual sheets or on a spreadsheet. The detailed information is included on document of why the applicant did or did not meet minimums. Both evaluators (chair and one other person) sign the document.

The Committee develops/agrees on the screening criteria based on the essential functions and requirements of the position to screen the applicants in the pool. **Screening criteria and Interview questions must be reviewed by Human Resources prior to screening and interviewing applicants.** The Committee members determine the rating factors and the form. Each Committee member reviews and independently rates all applicants.

Application Material:
Each applicant is rated on the information available in the application materials submitted. The presence or lack of required application documentation must not be used as a point factor in rating the applicant.

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Experience:
Required experience is normally considered to be full-time equivalent and paid. The committee considers part-time employment and calculates accordingly. Each committee decides what is considered "relevant" or "related" education/experience for the position.

Education/Experience Trade-off:
For non-exempt staff positions, there is a trade-off to meet minimum education/experience requirements. **Non-exempt staff** positions have a **one year-for-one year** trade-off for education/experience.
NOTE: If trade-off is permitted, it will be indicated on the position announcement.

Veteran's Preference:
According to State law, the College gives preference to veterans and disabled veterans. An applicant who verifies veteran status is given an additional 5% of the total points possible to their score before the points are totaled and averaged. A verified disabled veteran is given 10% of the total points possible. (See example on page 17.) If an applicant is declaring to be a Veteran, a military form, the DD-214 is required to be attached to the application. Contact Human Resources if any questions regarding veteran's preference eligibility.
REMEMBER: All names, information, rankings etc. are confidential!!! Do not discuss with anyone outside the Committee.

Trade-Off Examples for Education & Experience
(FOR NON-EXEMPT STAFF POSITIONS ONLY)

The following information should be used for trade-off purposes:

Education	Number of years or to consider Experience
Associate Degree	2 years
Bachelor Degree	4 years
Master Degree	2 years (if Bachelor's was obtained first)
Doctorate Degree	3 years

EXAMPLES:

The non-exempt position requires the following:
Education on posting: Associates degree
Experience: 2 years

Trade-off possibilities:

Example 1: Applicant has ten years of experience
     Education: 2 years of experience (1 for 1)
     Experience: 2 years of experience

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Example 2: Applicant has one year of college & three years of experience
Education: 1 year of college and 1 year of experience (1 for 1)
Experience: 2 years of experience

Veteran's Preference

Salt Lake Community College complies with the State of Utah Veteran's Preference Act. The Act requires that we give preference to each eligible veteran applicant that meets our minimum qualifications. The College accomplishes this by:

1. The committee is notified by the answer on the application for each candidate regarding Veteran's Preference. The DD-214 must be attached in the documents.

2. The committee adds **5%** of the **total possible points** to the score of each eligible **veteran** at the paper screening and interview stages of the hiring process.

3. The committee adds **10%** of the **total possible points** to the score of each eligible **disabled veteran** (indicated on the DD-214) at the paper screening and interview stages of the hiring process.

Example:

I. Total Possible Points:
    a. There are eight questions with five points possible per question. (8 x 5 = 40)   40
    b. There are five committee members.   x 5
    c. There is a total of 200 points possible. (5 x 40 = 200)   200

II. Veteran's Preference Points:
    a. Veteran will receive an additional 5% of possible points.   200
        x .05
    b. The additional 10 points will be added to the total score. (200 x 5% = 10)   10

    Disabled veteran will receive 10% of possible points.   200
        x .10
    a. The additional 20 points will be added to the total score. (200 x 10% = 20)   20

REMEMBER: The preference points are calculated on the **total points possible** from all committee members. The additional points are to be added to the veteran's total points before any averaging or ranking is done. If there are questions regarding this process or eligibility, contact HR.

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Interviews

The Committee will select the top applicants to interview. Where an applicant pool is too small, the Committee/Hiring Supervisor may proceed with the interviews or re-post the position.

The Search Committee collectively develops/agrees upon the interview questions based on the job announcement. Each applicant is asked the same questions. The Committee may also ask appropriate follow-up questions concerning education, training, experience, and skills related to the job duties and responsibilities.

The veteran's preference points are also added to the interview scores.

Interview Process:

Chair :
1. Welcomes each applicant individually before they enter the interview room.
2. Explains the committee process, i.e., how many questions will be asked, the length of the interview, etc.
3.   Introduces the applicant to each committee member.
4. Gives a brief explanation of the purpose of the committee and seeks to establish a climate where a good rapport exists between the interviewers and the applicant.
5.   States that the applicant is evaluated on the basis of responses to the formal/informal questions that will be asked of each applicant.

Committee members should be noncommittal to the applicant during and after the interview.

All questions must be directly related to the duties and responsibilities listed on the position announcement.   If any search committee member personally knows an applicant, caution should be used when asking any unstructured or follow-up questions not to give the candidate any advantage over other candidates.

The interview is not for the purpose of testing for specific job knowledge, but rather is intended to evaluate **only the items listed on the rating form prepared by the search committee.**

After each interview, Committee members should rate the applicant. These ratings will be made independently and without consultation among committee members. It is permissible for a Committee member to change his/her individual ratings for an applicant after interviewing all applicants.

REMEMBER: All names, information, rankings, etc. are confidential!!! Do not discuss with anyone outside of the committee.

Interview Suggestions

No attempt can be made to discover the following: political, religious or marital status, age, labor or fraternal affiliations or sympathies of the applicant. These are not conditions for employment with the College.

If the applicant volunteers this information, they should be told by the chair that such information is not a part of the interview. Care should be taken not to embarrass the applicant.

The purpose of the interview is not to put the applicant "on the spot," but to furnish them an opportunity to reveal those unique qualities, knowledge and abilities; which would assist them in performing the position. Every effort should be made not to intimidate the applicant.

The interview is not for the purpose of testing for specific job knowledge, but rather is intended to evaluate only the items listed on the rating form prepared by the search committee.

Evaluating the responses that applicants make during the oral interview is a subjective process. This does not mean that the interview lacks validity. It means that committee members must be skillful, observant and aware of their own bias.

Good interviewing techniques can help improve the quality of new employees and avoid hiring an employee that will bring problems to the workplace. Supervisors who conscientiously apply some of the techniques in this pamphlet can benefit not only by a better quality of employee but by a lower employee turnover rate and greater efficiency and productivity of the work unit.

Purpose of an employment interview:
- To help determine if the applicant is a person who will be productive in the work setting
- To discuss terms of employment
- To search for negative information
- To explain the working conditions and benefits
- To retain the good will of rejected candidates

The major purpose of an employment interview is to obtain information about the applicant. This information should be of the type that would enable the interviewer to make an intelligent judgment regarding the suitability of the applicant for the job at hand.   Proper questioning has an important part to play in determining the degree to which pertinent information is obtained.

Before the Interview

It is important to establish a good rapport with the applicant. Conducting the interview in a comfortable, private area, without interruption, can help this. It is necessary to review the application before the interview, to help properly plan the interview, and to help gain adequate background information about the candidate.   An interviewer should never go into an interviewing situation without analyzing the application.

During the Interview

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➢ Take adequate time. An interview will usually require a minimum of 20 to 30 minutes. Use a relaxed, conversational manner.   Use the application as a guide, phrase questions conversationally, but ask for specific information. Never accept loose generalizations.

➢ Permit the applicant to talk.   Too often the interviewer seems too concerned with the questions they have in mind and do not give the applicant enough opportunity to talk or ask questions.   Unsolicited remarks are often the most valuable. They are often made in response to an open-end questions such as, "Tell me about…" If a job offer is to be made at a later time without further contact with the applicant, the interviewer must give information in addition to obtaining information. What is the job really like? What are the working conditions, the disadvantages, the future prospects? Why is the job vacant? Without this information the applicant may become only another turnover statistic.

➢ Avoid leading questions. Use open-ended questions utilizing who, what, when, where and why. These questions elicit "long" answers.

➢ Avoid moral judgments.   Personal feelings of the interviewer must be kept concealed.

➢ Record answers and exact dates. Makes notes for future reference.

➢ Time Frame of the hiring decision. Discuss the time frame for your decision with the applicants.

After the Interview

After the interview, the supervisor must decide if the applicant is qualified and appropriate for the job opening.

➢ Interview Evaluation Criteria.   Criteria for evaluating a candidate will depend on the job opening. However, the following are general areas of interest with which to gauge a candidate's potential, as they relate to the job opening.

❖ Work success in the last five years
❖ Personality
❖ Stability
❖ Attitude
❖ Education
❖ Skills
❖ Motivation

➢ Best Criteria of Success.   Research has shown that one of the best indicators of the future success of employee is their job history that has been demonstrated over the past five years.

➢ Reference Checks.   (An example is at the end of this document)

❖ Use a prepared form for checking the references. A previous employer will often make comments over the phone that would not normally be put in writing.

❖ As a minimum, you should verify the candidate's dates of employment, position title and salary/wage level that is reported to you on the application.

❖ Adapt questions on the form to the specific job openings, as needed.

Questionnaire for Employer References

Candidate's Name:
Position Title:
Name of Reference/Contact:
Title:
Company/Institution Name:
Phone number:

Suggested Questions:

1. _____ has stated that he/she was in _____ position.
    Can you confirm this? ☐Yes   or   ☐No

2. The dates specified were _____ to _____, is this correct?
    ☐Yes   or   ☐   No

3. Would you rehire this individual?   ☐ Yes or ☐ No

4. What are his/her strengths?

5. Are there any areas of improvement?

6. Did he/she get along with people?

7. What was his/her attendance?

8. What was his/her reason for leaving?

Any other additional information you would like to share with us?

Interviewer: _____ Date: _____

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Questionnaire for References
(Other than Employer References)

Candidate's Name:	
Position Title:	
Name of Reference/Contact:	
Title:	
Company/Institution Name:	
Phone number:	

Suggested Questions:

1. _____ has applied for the position of _____ at Salt Lake Community College and has listed your name as a reference. How long have you known him/her? _____

2. In what capacity?

3. On a scale of 1 to 5, with 5 being the high, how would you rate this person for the following:
   _____Professionalism
   _____Public Relations Skills
   _____Attitude Portrayal
   _____Punctuality/Reliability
   _____Integrity

4. Based on your experience with the candidate, in your opinion, why would this individual be a good employee?

Any other additional information you would like to share with us?

Interviewer: _____ Date: _____