



Hagerstown Community College

Position Recruitment Guide for Search Committees

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1. INTRODUCTION

- A. Hagerstown Community College is committed to the recruitment, selection, hiring and retention of a diverse workforce. HCC's strategic advantage and strength lies in the varying academic degrees, backgrounds, experiences, ethnicity, individuals with disabilities, and way of life.
- B. This guide offers steps intended to clarify and enhance the HCC employment process for Search Committees.

2. RECRUITMENT/AFFIRMATIVE STEPS TO HIRING

- A. Hagerstown Community College is committed to offering equal employment opportunities regardless of race, color, gender, religion, national/ethnic origin, military veteran status, disability, or sexual orientation. Therefore, the following federal regulations are applicable in recruiting, interviewing, selecting and hiring for vacant positions:
 - 1. Equal Pay Act of 1963 requires equal pay for men and women performing substantially the same work.
 - 2. Title VII, Civil Rights Act of 1964 prohibits discrimination in employment on basis of race, color, religion, gender, or national origin.
 - 3. Age Discrimination in Employment Act of 1967 (as amended in 1978 and 1986) prohibits discrimination against persons over age 40 and restricts mandatory requirements, except where age is a bona fide occupational qualification.
 - 4. Vocational Rehabilitation Act of 1973 and Rehabilitation Act of 1974 prohibit employers with contracts over \$2,500 from discriminating against individuals with disabilities.
 - 5. Vietnam-Era Veterans Readjustment Act of 1974 prohibits discrimination against Vietnam-era veterans by federal contractors and requires affirmative action.
 - 6. Pregnancy Discrimination Act of 1978 prohibits discrimination against women affected by pregnancy, childbirth, or related medical conditions; requires that they be treated as all other employees for employment-related purposes, including benefits. Likewise, an applicant who is recognizably pregnant cannot be disqualified based on her pregnancy.
 - 7. Immigration Reform and Control Act of 1986, 1990 and 1996 prohibits employment discrimination on the basis of national origin and citizenship.
 - 8. Americans with Disabilities Act of 1990 requires employer accommodation of individuals with disabilities.

3. SUMMARY OF SEARCH COMMITTEE AND RECRUITMENT PROCESS

- A. Position Authorization:** All new positions with the College have to be identified and approved first through the unit planning process.

B. Processing of Position Requisition (PRF) Form and Job Description: The appropriate area Dean/Vice President/Director in consultation with the Executive Director, Human Resources, Vice President, Administration and Finance, and College President all confirm that the position is budgeted and approved for hiring.

1. The PRF and job description templates can be found on the HCC website, under Human Resources internal forms.
2. The hiring Supervisor initiates the processing of the PRF by completing and signing section one and includes justification for the position based on solid academic and business needs.
3. A job description must be attached to the PRF. This job description has to be reviewed and approved by the appropriate area Dean/Vice President/Director. After approval, the hiring Supervisor and area Dean/Vice President/Director have to sign the job description.
4. Both PRF and job description are forwarded to the area Dean/Vice President/Director to complete section 2 and then sign and date the PRF.
 - a) Within section 2, any suggestions on a recruitment strategy may be listed in this area.
5. Both PRF and job description are then forwarded to the Executive Director, Human Resources.
6. The Executive Director, Human Resources reviews the PRF and the job description to ensure consistency, accuracy, and compliance with internal standards (classification, grade, salary range, essential job duties identified, etc.) or conducts a job analysis of the position to determine the classification of the position, if the position is new.
 - a) If there are any issues/questions regarding the job description, classification, and grade or salary range, the Executive Director, Human Resources will discuss this with the area Dean/Vice President/Director.
7. If approved by the Executive Director, Human Resources, section 3 will be completed, signed and dated. Both PRF and job description are then forwarded to the Vice President, Administration and Finance.
8. The Vice President, Administration and Finance will review the PRF and complete section 4 by entering the calculated cost of the position and ensures the funding sources. The Vice President, Administration and Finance will sign and date section 4 and forward both the PRF and job description to the College President.
9. The College President will review the PRF and job description for final approval and may seek clarifications from the area Dean/Vice President/Director, Executive Director, Human Resources and Vice President, Administration and Finance.
10. In section 5, the College President will indicate if the PRF and job description are approved or denied and will sign and date the form. The PRF and job description is returned to the Office of Human Resources.
 - a) If the College President approves the PRF and job description, Human Resources will begin the recruitment process.

- b) If the College President denies the final approval of the PRF and job description, the Executive Director, Human Resources shall notify the appropriate hiring Supervisor and area Dean/Vice President/Director of that decision.

C. Appointment of Search Committee

1. The hiring Supervisor is identified as the Search Committee Chair.
2. The hiring Supervisor with the approval of the area Dean/Vice President/Director will appoint members to the search committee.
3. The search committee should consist of 2-5 members who have good judgment, integrity, and objectivity.
4. The search committee should be diverse in race and gender, be broadly representative of faculty and staff who will work with this position to accomplish the associated tasks and should be knowledgeable of position duties and represent different experience levels.
5. The Committee Chair notifies the Office of Human Resources of the search committee membership.

D. Search Committee Roles with Networking and Recruiting

1. The Committee Chair meets with Human Resource Recruitment Specialist for orientation and review of recruitment process.
2. The search committee members should have an initial meeting to review the position and job description. A realistic timeline for networking, providing the Office of Human Resources with suggestions on recruiting and conducting interviews are to be determined among committee members.
3. Search committee members must take an active role and participate in the recruitment process with the Office of Human Resources.
 - a) Any suggestions on placing ads in newspapers, professional journals, and other academic or trades websites or publications must be forwarded to the Office of Human Resources.
 - b) Members must actively network and otherwise publicize the vacancy by referring to the information on the job posting. Members have access to professional associations and circles, including attending meetings and postings on websites and discussion groups that may be useful in attracting a wide variety of candidates, helping to ensure a good candidate pool.
 - c) Salary and benefits should not be discussed and interested applicants must be referred to the Office of Human Resources to discuss.**

E. Advertising

1. When the PRF and job description are returned to the Office of Human Resources and has received the College President's final approval, the position will be posted both externally and internally based on the information provided within the PRF and job description.
 - a) Only under special circumstances and approval by the Executive Director, Human Resources can a position be posting internally only.
2. All newspaper/publication ads and/or website postings are to be placed by the Office of Human Resources.

G. Accepting Applications and Review Process

1. The Office of Human Resources will accept the applications submitted and make sure that each individual's application materials are complete.
2. The Office of Human Resources will pre-screen each application to ensure that the applicants meet at least the minimum requirements for education, work experience and skills and abilities that are listed within the job description.
3. A position has to be posted for a minimum of five days before the Committee Chair can start reviewing the applicant pool.
 - a) Only those applications that at least meet the minimum requirements will be forwarded to the Committee Chair for review.
4. The Committee Chair will conduct the initial review of the applications and assess each one according to the requirements on the job description and will complete an Applicant Assessment Form on each applicant.
5. Applications that are identified as unqualified by the Committee Chair will be returned to the Office of Human Resources with the appropriate Applicant Assessment Form attached.
6. Applications that have been identified as qualified by the Committee Chair will be reviewed by the remainder of the Search Committee members, who will also complete Applicant Assessment Forms for each application.
7. Based on the committee's assessments, candidates are identified for interviews. Those most qualified will be interviewed.
 - a) For a good comparison, at least 2-4 interviews should be scheduled.
 - b) Applications not selected for interviews and all applicant assessment forms must be returned to the Recruitment Specialist.

G. Interview Process

1. The Committee members will coordinate their schedules to determine best available dates and times to conduct the interviews.
 - a) The names of the candidates chosen for an interview and the available dates and times for interviews are forwarded by the Committee Chair to the Recruitment Specialist.
2. All interviews have to be conducted through the same method.
 - a) If one interview has to be conducted by Skype, then all of the interviews have to be conducted by Skype.
 - b) The same interview questions have to be used for all interviews.
 - c) If an additional interview activity is required, then each candidate has to perform the same activity.
3. Additional interview activities:
 - a) Required for a full-time faculty position:
 - i. Teaching demonstration - each candidate will be required to perform a short teaching demonstration to the search committee. The topic and guidelines will be provided by the Committee Chair and forwarded to the Recruitment Specialist.
 - ii. Faculty candidate questions – each candidate will be required to answer these essay questions and forward their responses before their interview to the Recruitment Specialist, who will then forward this to the Committee Chair.
 - b) For select administrative, professional and support staff positions: depending on the position, the committee may require an additional interview assignment that will require each candidate to communicate and/or demonstrate their knowledge and skills. The outline of this assignment must be forwarded by the Committee Chair to the Recruitment Specialist for approval.
4. The Recruitment Specialist will contact the candidates to schedule the interviews. Once finalized, the schedule will be emailed to the Committee Chair.
 - a) If Skype interviews are scheduled, the Recruitment Specialist will notify the Learning Technologies Office to arrange for their assistance with Skype and setting up the required equipment for the interviews.
5. Interviews are conducted and each Committee member completes an interview evaluation form on each candidate interviewed.
 - a) For a faculty position – the Faculty Interview Evaluation form is used.

- b) For an administrative, professional, and support staff positions – the Administrative/Professional/Support Staff Interview Evaluation form is used.
 - c) In addition, any time after the interview, **no member of the Search Committee should ever discuss with a candidate why he or she was not chosen for the position.** If a candidate calls a member of the search committee the candidate must be referred to the Executive Director of Human Resources.
6. All interview evaluation forms are sent to the Human Resources Office.
- a) The Committee Chair will notify the Recruitment Specialist if a top candidate has been identified.
 - b) If a top candidate is not identified, the committee can conduct additional rounds of interviews and/or the position can be re-posted to accept more applications.

H. Search Committee's Recommendation for Hire Process

1. When a top candidate has been identified by the Search Committee after all interviews are conducted, the Committee Chair recommends their selection for hire to their area Dean/Vice President/Director. The candidate's application materials and the Committee Chair's Interview Evaluation Form that he/she completed on that top candidate are forwarded to the area Dean/Vice President/Director for review.
2. If the area Dean/Vice President/Director is in approval of the Search Committee's recommendation, then the interview evaluation form is signed and dated for authorization of this approval and then sent to the Recruitment Specialist.
3. Second Interviews
 - a) For all full-time faculty positions - the top candidate is required to also interview with the College President and the Vice President, Academic Affairs.
 - b) For an administrative position - a second interview with the College President and area Dean/Vice President/Director is required.
 - c) For select professional and/or support staff positions – a second interview may be requested by the College President and/or area Dean/Vice President/Director.
 - d) College Degree transcripts will be required at this time.

I. Employment Reference Checking Process

1. The Office of Human Resources conducts all employment reference checks.

2. The same employment reference questions will be used when speaking with professional references.
 - a) For all full-time faculty positions, additional reference questions will also be asked that relate to the candidate's teaching experience.
3. If the Committee recommends additional questions, this request must be sent by the Committee Chair to the Recruitment Specialist for approval.
4. At least 2 employment references are to be obtained by speaking to supervisors, co-workers, and/or any additional professional references. Personal references are not permitted.
5. The Recruitment Specialist will notify the Committee Chair and area Dean/Vice President/Director if the references are acceptable or if any issues are identified.

J. Position Offer Process

1. If the employment references are acceptable, a position offer is extended to the top candidate.
 - a) For all full-time faculty, professional and support staff positions the position offer is made by the Office of Human Resources.
 - b) For administrative positions, the position offer is made by the College President.
2. If the position is verbally accepted, the Office of Human Resources will notify the Committee Chair and area Dean/Vice President/Director. Start dates are determined during this time.

K. New Hire Process

1. The Office of Human Resources issues letters to new employees to confirm offers of employment for administrative, professional, and support staff positions, which are signed by the College President.
2. The new employee signs the employment letter and is scheduled for new hire orientation with the Office of Human Resources.
 - a) The employment letter must be signed by the new employee and the required new hire forms must be completed in order to enter the employee into the Datatel system.
 - b) A Track-it will then be sent to the IT department to initiate the set-up of the new employee's HCC email account and access into the computer system.

K. Applicant Notification Process

1. The Office of Human Resources will send notification letters to applicants who were not selected for an interview and to those who were interviewed but not selected for the position.

Checklist for Search Committee Chairs & Members

Position title:

Committee members:

Target Date	Task (see detail in Search Manual)	Completion Date/Initials
	Position Requisition Form (PRF) and job description is processed and approved.	
	Search Committee is assembled.	
	Search Committee Chair meets with Human Resource representative for orientation and review of recruitment procedures.	
	Search Committee initial meeting to review job description and to strategize networking/recruiting. Timeline should be determined.	
	Position is posted on website and ads are placed through Human Resources.	
	Applications are submitted to Human Resources and are pre-screened to ensure applicant's meet the minimum requirements.	
	Search Committee Chair reviews the applications of those who meet the minimum requirements.	
	The strong applicants identified by the Committee Chair are reviewed by the committee members.	
	Top candidates are identified for interviews and Committee determines availability to conduct interviews.	
	Office of Human Resources schedules the interviews.	
	Interview evaluation forms are completed. Top candidate is recommended to the area Dean/Vice President/Director for approval.	
	Employment references are conducted by the Office of Human Resources.	
	2 nd Interviews are conducted – if necessary	
	The Office of Human Resources extends the position offer	
	The new employee signs employment letter and goes through new hire orientation with the Office of Human Resources.	
	The Office of Human Resources sends notification letters to those not selected for the position.	



POSITION REQUISITION FORM

The Position Requisition Form is used to obtain approval to fill *vacant or newly created full-time and part-time positions (except part-time faculty)*. In order for the recruitment process to begin by the Office of Human Resources, each section of the requisition must be completed with final approval granted by the College President.

Section 1: To Be Completed by the Supervisor

(Job description must be attached along with a computer disk or e-mailed to appropriate parties. Job descriptions must be prepared using Microsoft Word.)

Department/Office:	
Projected Date for Hire:	
Position Title:	
<p>Please specify the status of the position by an <input checked="" type="checkbox"/> in the proper boxes. Provide the requested information on 2, 3 & 4, if appropriate.</p>	<p>(1) <input type="checkbox"/> New or <input type="checkbox"/> Continuing</p> <p>(2) <input type="checkbox"/> Temporary or <input type="checkbox"/> Regular <i>(If temporary, indicate expected end date)</i></p> <hr/> <p>(3) <input type="checkbox"/> Full-Time or <input type="checkbox"/> Part-Time <i>(If part-time, indicate hours per week)</i></p> <hr/> <p>(4) <input type="checkbox"/> Internally or <input type="checkbox"/> Externally Funded <i>(Indicate funding source)</i></p> <p>(5) <input type="checkbox"/> 10-month position <input type="checkbox"/> 11-month position <input type="checkbox"/> 12-month position</p>

Comments *(Provide position justification to include history of the position. Furnish information if a full-time position is being split into part-time positions, or vice versa.):*

Supervisor's Signature _____

Date _____

Section 2: To Be Completed by Area Dean (Place an in all appropriate boxes)

Request is:	<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved		
Advertise position:	<input type="checkbox"/> Internally	<input type="checkbox"/> Locally	<input type="checkbox"/> Regionally	<input type="checkbox"/> Nationally
Funding source*:	<input type="checkbox"/> Replacement	<input type="checkbox"/> Reallocation	<input type="checkbox"/> New	

*Provide Detail:

Indicate if advertising should appear in special publications:
Comments:

Area Dean's/Executive's Signature

Date

Section 3: To Be Completed by the Director, Human Resources

Classification Points:	
Salary Grade:	
Hiring Range:	
Benefits:	<input type="checkbox"/> Medical, Prescriptions, Dental, Life Insurance <input type="checkbox"/> Retirement <input type="checkbox"/> LTD/AD&D <input type="checkbox"/> Sick Leave <input type="checkbox"/> Paid Holiday <input type="checkbox"/> Annual Leave <input type="checkbox"/> Tuition Reimbursement/Free Admission

Comments:

Director's Signature

Date

Section 4: To Be Completed by the Vice President, Administration and Finance

Account Code/Line Item:	
Annual Salary:	
Social Security/Medicare (7.65%)	
Retirement (if applicable):	
Benefits (12.00%):	
Funding Source:	
Date Funding is Available:	

Comments:

Dean's Signature

Date

Section 4: To Be Completed by the President of the College

Approved Denied

Comments:

President's Signature

Date

PLEASE RETURN TO THE OFFICE OF HUMAN RESOURCES TO INITIATE RECRUITMENT



JOB DESCRIPTION TEMPLATE

The Job Description Template should be used as a guide when creating new or updating existing job descriptions. All Job Descriptions should be prepared using Microsoft Word.

- I. [RECOMMENDED] POSITION TITLE:
- II. SUMMARY STATEMENT: *(Provide a brief summary statement of the major duties).*
- III. ORGANIZATIONAL RELATIONSHIPS:
 - A. The *(Position Title)* reports directly to and is responsible to *(Title of Supervisor)*.
 - B. The position provides supervision to *(List the title(s) of the position(s))*.
 - C. The *(Position Title)* coordinates most closely with *(List positions, departments and external organizations/contacts)*.
- IV. ESSENTIAL DUTIES:
 - A. *List major duties of the position ranging from the most to least important.*
 1. *Provide detail.*
 2. *Provide detail.*
 3. *Provide detail.*
 - B. *List major duties of the position ranging from the most to least important.*
 1. *Provide detail.*
 2. *Provide detail.*
 3. *Provide detail.*
 - C. *List major duties of the position ranging from the most to least important.*
 1. *Provide detail.*
 2. *Provide detail.*
 3. *Provide detail.*
 - D. *List major duties of the position ranging from the most to least important.*
 1. *Provide detail.*
 2. *Provide detail.*
 3. *Provide detail.*

V. JOB KNOWLEDGE:

A. Education and Experience – *(List degree requirements, years of experience, certifications, etc.)*.

B. Skills and Abilities - *(List required skills and abilities)*.

VI. WORKING ENVIRONMENT: (Is it a normal office environment? Are there interruptions? Is lifting required? Etc.).

Employee's Signature	Date
Supervisor's Signature	Date
President/Dean's Signature	Date

DISCLAIMER

THE STATEMENTS HEREIN ARE INTENDED TO DESCRIBE THE GENERAL NATURE AND LEVEL OF WORK BEING PERFORMED BY EMPLOYEES AND ARE NOT TO BE CONSTRUED AS AN EXHAUSTIVE LIST OF RESPONSIBILITIES, DUTIES, AND SKILLS REQUIRED OF PERSONNEL SO CLASSIFIED. FURTHERMORE, THIS JOB DESCRIPTION DOES NOT ESTABLISH A CONTRACT FOR EMPLOYMENT AND THE CONTENT IS SUBJECT TO BE CHANGED, MODIFIED, OR DELETED AT THE DISCRETION OF THE COLLEGE WITH THE APPROVAL OF THE AREA DEAN AND THE PRESIDENT, OR THE EMPLOYEE MAY BE REQUESTED TO PERFORM JOB RESPONSIBILITIES NOT LISTED IN THIS JOB DESCRIPTION. IN COMPLIANCE WITH THE AMERICANS WITH DISABILITY ACT (ADA) OF 1990, THE COLLEGE WILL MAKE REASONABLE ACCOMMODATIONS WITH THOSE INDIVIDUALS WITH A DISABILITY AS DEFINED BY THE ADA. HAGERSTOWN COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER AND DOES NOT DISCRIMINATE AGAINST INDIVIDUALS FOR REASON OF RACE, COLOR, RELIGION, GENDER, AGE, MARITAL STATUS, SEXUAL ORIENTATION, NATIONAL OR ETHNIC ORIGIN, VETERAN STATUS, VIETNAM VETERAN STATUS OR CONDITIONS OF DISABILITY



APPLICANT ASSESSMENT

Position Title:	
Applicant Name:	
Committee Member:	

Using the table below, please assess the applicant's qualifications in relationship to the minimum requirements listed in the job description.

1. Education:	<input type="checkbox"/> Does Not Meet	<input type="checkbox"/> Meets	<input type="checkbox"/> Exceeds
2. Certifications/License:	<input type="checkbox"/> Does Not Meet	<input type="checkbox"/> Meets	<input type="checkbox"/> Exceeds <input type="checkbox"/> N/A
3. Related Work Experience	<input type="checkbox"/> Does Not Meet	<input type="checkbox"/> Meets	<input type="checkbox"/> Exceeds
4. Related Job Knowledge:	<input type="checkbox"/> Does Not Meet	<input type="checkbox"/> Meets	<input type="checkbox"/> Exceeds
5. Overall Assessment:	<input type="checkbox"/> Does Not Meet	<input type="checkbox"/> Partially Meets	<input type="checkbox"/> Meets <input type="checkbox"/> Exceeds

Based on your assessment of the applicant's minimum qualifications, do you recommend that the applicant be considered for an interview: Yes No

If you answered "No", please provide your reason:

LEGAL VS. ILLEGAL QUESTIONS

The rule of thumb: If a question is job-related, it is probably legal. If it is not job-related, be careful or avoid asking the question. Questions that involve race, religion, gender, national origin, ethnicity, marital status, number of children, disability, and lifestyle are illegal. The table below outlines some of the things you may and may not ask.

Category	You May Ask	You May NOT Ask
Gender & Family Arrangements	<ul style="list-style-type: none"> • If applicant has relatives already employed by the organization 	<ul style="list-style-type: none"> • Gender of applicant • Number or age of children • Marital status • Spouse's occupation • Child-care arrangements
Race		<ul style="list-style-type: none"> • Applicant's race or color
National origin or ancestry	<ul style="list-style-type: none"> • Other languages spoken (only if job-related) 	<ul style="list-style-type: none"> • Ethnic association or surname • Birthplace of applicant • Nationality, national origin
Age	<ul style="list-style-type: none"> • If applicant is over age 18 (HR will handle) 	<ul style="list-style-type: none"> • Date of birth • Date of high school graduation • Age
Disability	<ul style="list-style-type: none"> • Whether applicant can perform essential job-related functions 	<ul style="list-style-type: none"> • If applicant has a disability • Nature or severity of disability • Past or current medical problems
Religion	<ul style="list-style-type: none"> • This job requires working weekends and occasional overtime. Is there anything that may prevent you from fulfilling these requirements? 	<ul style="list-style-type: none"> • Any inquiry that would indicate or identify religion or religious custom. • Applicant may not be told any religious identity or preference of the employer. • Request a reference or recommendation from a pastor or any other religious/spiritual leader.

SAMPLE INTERVIEW QUESTIONS

Below are examples of effective behavioral event interview questions. The headings identify the competencies for which the questions are probing.

Analytical Problem Solving

- Tell about a time when you were systematic in identifying potential problems at work. Feel free to showcase your analytical skills.

Attention to Detail

- Give some examples of things you have done in previous jobs that demonstrate your ability to pay attention to detail. Tell me what resulted from your actions.

Conflict Management

- Give an example of a time when you had conflict with a peer/boss/customer. What was it over, and how did you handle it? What resulted from it? Would you handle it differently now?

Creativity

- Just about anyone can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give an example of one of your unique and novel problem solutions.

Editing Skills

- Describe your experience in editing articles, manuscripts, etc., or any other written communication. Be specific.

Impact and Influence

- Tell about a specific experience that illustrates your ability to verbally influence another person. Please try to use an example that involves changing an attitude, selling an idea, or being persuasive.

Interaction

- Building rapport is sometimes challenging. Can you give me an example of a time when you were able to build rapport with someone at work or in the classroom even when the situation was a difficult one and the odds were against you?

Leadership

- Describe a leadership position you held and indicate the kinds of things you did to get others to follow your directions.

Managing Costs

- Provide some examples of things you have done that demonstrate your ability to manage a budget effectively and would demonstrate your ability to perform this job.
- Give some examples of how you have demonstrated the ability to control costs and still achieve organizational goals.

Managing People

- Have you ever had a difficult subordinate? If yes, tell me how you dealt with him or her and what resulted from your actions.
- Give some examples of specific things you have done that demonstrate your ability to improve employee performance. What did you do, why did you do it, and what resulted from your actions?
- Give some examples of things you have done that demonstrate your ability to manage people effectively. What did you do, and how did the organization benefit from your actions?

Organizational Skills

- Describe a recent project of which you were in charge. Indicate how you organized the project and the impact of your organizational skills on the outcome of the project.

Presentation skills

- What have been your experiences in making presentations? What has been your most successful experience in making presentations to groups?

Quality of Work

- Give some examples of things you have done that demonstrate the quality of work that you do. What did you do, and how did your organization benefit from your actions?
- Give some specific examples of things you have done that demonstrated your ability to meet and exceed performance standards.

Research Skills

- Describe the most significant work experience you have had in which you had to use reference materials, library information, etc., to get the job done. How much time was required? How did the reference materials help you most?

Response to Deadlines

- Give some examples of things you have done in the past that demonstrate your ability to respond to tight deadlines. What did you do, and what resulted from your actions?
- Give some examples of things you have done that demonstrate your ability to handle multiple priorities. What did you do and what resulted from your actions?

Team Building

- ▯ Building team spirit to get results is often a difficult thing to do. Tell me about a time when you had your greatest success in building team spirit. What specific results were accomplished by the team?

Versatility

- ▯ At times we are required to work with difficult people. An even more demanding factor is to be of service to a difficult person. When have you been successful with this type of situation at work?

Good Closing Question

- ▯ Is there anything I have not asked you that you may want to add that will demonstrate your ability to perform this job?



INTERVIEW EVALUATION - FACULTY POSITION

APPLICANT'S NAME: _____

POSITION: _____

You should not inquire into marital status, age, ancestry, arrests, credit rating, dependents, disability, or any other subject prohibited by federal and/or state law. Your comments/questions must be limited to the duties and responsibilities of the position; job related qualifications and/or capabilities, experience, and education.

LESSON DEMONSTRATION EVALUATION (provide comments regarding the short lesson conducted by the candidate)

TOPIC: _____

Please check (✓) the appropriate box and provide comments under each category below.

TEACHING EXPERIENCE

- Has limited teaching experience (no community college experience).
- Has some teaching experience (including community college teaching and/or higher education experience).
- Has strong teaching experience (several years as successful community college teacher).

COMMENTS _____

COMMUNICATION SKILLS

- Has difficulty expressing ideas/appears uncertain.
- Has acceptable communication, seems confident
- Speaks and expresses ideas well.

COMMENTS _____

INTEREST/MOTIVATION

- Appears to have none, indifferent
- Appears to be energetic about position

Has strong interest in position, appears eager to work
COMMENTS

THIS APPLICANT IS: *please check (✓) the appropriate box and you must provide information to support your decision.*

A strong candidate

A possible candidate

Consider for other positions, such as

Of no further interest

Interviewer's Signature

Date

RECOMMENDED ACTION

Please complete information below after interview, and attach to application.

HIGH PRIORITY

SCHEDULE 2ND INTERVIEW WITH COLLEGE PRESIDENT AND VICE PRESIDENT, ACADEMIC AFFAIRS



INTERVIEW EVALUATION
Administrative/Professional/Support Staff

APPLICANT'S NAME: _____

POSITION: _____

You should not inquire into marital status, age, ancestry, arrests, credit rating, dependents, disability, or any other subject prohibited by federal and/or state law. Your comments/questions must be limited to the duties and responsibilities of the position; job related qualifications and/or capabilities, experience, and education.

Please check (✓) the appropriate box and provide comments under each category below.

EXPERIENCE/EDUCATION

- Meets minimum required education and/or experience only.
- Has beyond the minimum required education and/or experience background.
- Has strong education and/or experience background.

COMMENTS

QUALIFICATIONS/SKILLS/COMPETENCIES

- Basic, considerable training required.
- Some training needed, appears capable of learning on the job.
- Appears very capable; little training needed.

COMMENTS

COMMUNICATION SKILLS

- Has difficulty expressing ideas/appears uncertain.
- Has acceptable communication, seems confident.
- Speaks and expresses ideas well.

COMMENTS

INTEREST/MOTIVATION

- Appears to have none, indifferent.
- Appears to be energetic about position.
- Has strong interest in position, appears eager to work.

COMMENTS

THIS APPLICANT IS: *please check (✓) the appropriate box and you must provide information to support your decision.*

A strong candidate

A possible candidate

Consider for other positions, such as

Of no further interest

Interviewer's Signature

Date

RECOMMENDED ACTION

Please discuss the search committee's decision with the appropriate area Dean/VP/Director and obtain his/her approval signature below.

Attach this form to the top candidate's application and return all paperwork to Human Resources.

HIGH PRIORITY –

The search committee identifies this applicant as a top candidate and recommends that HR conduct reference checks.

If the references are acceptable, a position offer should be extended to this candidate.

Area Dean or Vice President Signature

Date



Employment Reference

To be conducted by the Office of Human Resources ONLY

Candidate's Name:

Position:

Person Contacted:

Phone:

For all Administrative/Profession/Support Staff/Faculty positions

1. What were some of the significant contributions that s/he has made to your organization?
2. Can you provide example(s) of when the candidate had multiple demands on their time and how s/he handles the demands?
3. How well does the candidate handle criticism or unfavorable feedback?
4. Can you recall a situation when the candidate initiated a change which resulted in an improved method or process in their job, department or organization?
5. How did the individual demonstrate honesty, integrity, and a positive attitude?
6. What were the circumstances surrounding the candidate leaving your organization?
7. Would you recommend this candidate for a position with our College?
8. Is there anything else that you would like to add that would help the College decide whether to offer the position to the candidate?

For Faculty Positions Only

1. Describe from your observation, the teaching methods that the candidate uses in the classroom.
2. Summarize the overall evaluations that the candidate received from students and his/her department.
3. What kind of college/community service was the candidate involved in during the academic year?
4. How important to the candidate was professional development and staying current in their teaching field and learning new teaching method?