

Employment Selection and Hiring Guiding Principles

These guiding principles of qualifications based employment, job relatedness, diversity, due diligence and nondiscrimination are to be utilized for the selection and hiring determinations by the committee and executive leadership (when required). Those determinations will be based on qualifications, knowledge, skills and abilities (KSAs). The best candidate for the job will be selected. All positions filled through a competitive process will be made based on job related standards, College Policies and Values. We value diversity. To that point, our selection committees should be comprised of a diverse group of members. Following these guiding principles will help ensure our hiring decisions are fair and in compliance applicable employment laws.

Qualifications based employment

- Candidates must possess at least the minimum required qualifications for the position
- Candidates with KSAs that most effectively meet the requirements for successful performance on the job are recommended for further review and interview
- The selection committee should be comprised of members who are most qualified and knowledgeable in the requirements of the available position
- Only candidates eligible for hire will be referred to executive leadership, and the selection committee will refer these candidates without identifying ranking or preference to enable further objectivity

Job-relatedness assessment

- Application, transcript, and resume review
- Structured behavioral and competency-based interviews
- Presentation or skills demonstration
- Other competitive techniques
- Reference checks

Diversity

- Diverse selection committees will be utilized
- Where possible, selection committees should consist of five to seven members for greater diversity
- Selection committee diversity includes, but is not limited to, ethnicity, race, age, length of service, work group, job classification and cultural backgrounds
- Most faculty hiring committees will have three faculty members from the discipline or a related discipline (and the department chair may be one of these faculty members), along with the supervising dean. In the case of one committee doing multiple campus hires, then either the

dean or one of the department chairs will lead the committee, and be mutually agreed upon by the provosts.

Due diligence

- Selection committees are responsible and accountable in applying consistent practices;
- Documenting steps taken to ensure that the guiding principles established are applied; and
- Retaining records and documentation for two years.

Nondiscrimination

No employment decision, including initial hiring, promotion, salary change, disciplinary action, or transfer, shall be made upon a basis which constitutes unlawful discrimination under applicable federal, state, or local laws. This includes decisions based upon the applicant's or employee's race, creed, color, national origin, citizenship status, age, disability, pregnancy, religion, gender, sexual orientation, gender expression or identity, genetic information, marital status, or veteran status in accordance with applicable federal and state laws.

Objectives for Selection Committees

- Choose the best candidates for the position based on qualifications
- Help the College carry out its mission and vision by selecting excellent employees
- Ensure criteria used to assess a candidate were based on qualifications listed for the position
- Interview questions clearly matched the selection criteria
- All candidates were treated uniformly in the recruitment, screening, interviewing, and final selection process