
Chapter: Personnel Modification No. 001

Subject: **Allocation, Recruitment, and Appointment of Regular Employees and Temporary with Benefits Employees**

- I. Montgomery College is committed to recruiting and hiring a diverse and inclusive workforce that is representative of the community that we serve. Our human resources are critical to our success and our ability to engage with students and the community. The College is dedicated to a recruitment and hiring process that reflects our mission and values.
- II. New positions are established by the Board of Trustees upon the recommendation of the President. Positions are requested through the planning and budget development processes. The need and basic requirements of each position(s) are identified based on these processes that are aligned with the College's strategic and operational plans and needs of the College.
- III. In accordance with applicable laws and the College's commitment to access, equity, and diversity, the College does not discriminate against any student, employee, or applicant for employment on the basis of age, color, citizenship status, covered veteran status, disability, gender, gender identity and expression, genetic information, national origin, marital status, race, religion, sexual orientation, or for any other reason protected by federal, state and county laws and regulations. The College also prohibits retaliation against employees and students who, in good faith, bring complaints regarding perceived discrimination.
- IV. To assure that all applicants are treated equitably, it is the policy of the Board of Trustees that all candidates will be evaluated in accordance with the needs of the college and standards and qualifications outlined within the job classification specification, the position description, the position vacancy announcement, evaluation criteria or benchmarks for the interview, skill assessments or teaching demonstration or any other reasonable assessment metric established for the position. Confidentiality will be maintained at all times during the hiring and recruitment process, where appropriate.
- V. The president, or designee, has overall responsibility for the recruitment, selection and appointment of all employees, subject to available funding and confirmation by the Board of Trustees. Montgomery College is committed to providing equal employment opportunity for all employees and applicants. Equal opportunity extends to all aspects of the employment relationship, including but not limited to recruiting, hiring, placement, promotions, training, working conditions, transfer, leaves of absences, compensation, and benefits.
- VI. A position may be filled without a recruitment (e.g., by appointment, promotion, or reassignment) when it is in the best interests of the College. The president, or designee, has final approval authority for such recommendations.
- VII. The President is authorized to establish and implement procedures necessary to implement this policy

Board approval: January 27, 2021

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I. Introduction

- A. The College is committed to the consistent application of employment policies; fostering of ethical and nondiscriminatory practices in all matters related to employment; facilitating identification of the best possible candidate for each available position; providing opportunities for career growth and development for existing employees.
- B. The Chief Human Resources Officer has primary responsibility for coordinating and administering the policies and procedures relating to employment practices. It is the responsibility of the Chief Human Resources Officer to monitor all selection procedures for compliance with applicable equal employment opportunity guidelines.

II. Roles and Responsibilities

- A. Hiring Manager: The hiring manager has the primary responsibility to initiate and monitor the recruitment process. The hiring manager is accountable for a timely and responsive screening and interview process. The hiring manager, in collaboration with the appropriate unit administrator, is responsible for making the final determination as to which candidate to hire and submitting documentation. Apart from forwarding details about open positions to potential applicants during recruitment, under no circumstances should a hiring manager communicate with any candidate outside of the formal process regarding the position to which the candidate is applying.
- B. HRSTM Recruiter: Human Resources and Strategic Talent Management (HRSTM) assigns a recruiter to manage the recruitment and hiring process, and to act as a resource by providing guidance and ensuring that the process is consistent with approved College policies and procedures. The recruiter is responsible for supporting the hiring manager by facilitating the recruitment process through posting of job announcements, sourcing candidates, ensuring a broad and diverse pool of applicants, screening applications and forwarding qualified candidates to the hiring manager. The recruiter is the first point of contact for resolving any recruitment related issues. Additionally, HRSTM is responsible for developing the necessary contracts or letters of employment upon completion of the necessary procedures, and for making any employment offer on behalf of the College.
- C. Search Advocate: a search advocate may be embedded in the search to enhance the equity, validity, diversity and inclusion of the recruitment. In collaboration with the HRSTM and Office of Equity and Inclusion (OEI) representative, search advocates serve as a neutral process advisor to hiring managers, search committee chairs, and search committee members in promoting a focus on equity, inclusion, and integrity throughout the recruitment process.

- D. Search Committee: a committee consisting of peers and stakeholders may assist a hiring manager with the hiring process. Search committee contributions may include reviewing and screening applicants, interviewing, and assessing candidates. The search committee serves in an advisory capacity. If a search committee is not used, additional consultation with the HRSTM recruiter is required. Under no circumstances should a search committee member communicate with any candidate outside of the formal process

III. Scope and Applicability

- A. Prior to initiating any process to fill a vacant position, approval must be obtained by senior management to determine whether the position is still budgeted or is still needed based on the best interests of the College.
- B. The determination of whether to fill a position by appointment, promotion or competitive search shall be made by the hiring manager with the approval of the unit administrator and in consultation with HRSTM. A search may not be required if filling the position by other means is determined to be in the best interest of the College. In this case, the approval of the division's senior administrative leader and the Chief Human Resources Officer or designee is required. Appointment or promotion to Administrator positions requires the approval of the president.
- C. Administrator and Staff Positions
 - 1. The hiring manager confers with their supervisor, the appropriate area administrator and/or senior leader, and HRSTM to assess and determine the workforce and staffing needs within the unit thorough evaluation of the department, program, or area needs and relevant workforce and enrollment data and analysis.
 - 2. If a position is to be filled by recruitment, the hiring manager will draft a new position description or will update the existing position description. The position description is submitted for review and approval through the appropriate channels. HRSTM conducts the final review of the position description to confirm job title, grade, salary range, bargaining and FLSA status. A current, approved position description is required for a recruitment request to commence.
 - 3. The hiring manager must request and receive appropriate approvals, as determined by senior leadership, before recruitment can begin. Upon appropriate approvals, the hiring manager will notify HRSTM and recruitment can be initiated.
- D. Full-time Faculty
 - 1. The Academic or Student Affairs division will assess and determine the staffing needs through a thorough evaluation of department, discipline, and program needs and relevant enrollment data and analysis.
 - 2. Requests to fill full-time faculty positions must receive appropriate approvals, as determined by senior leadership, before recruitment can

begin. Upon approval of the appropriate senior vice president, the hiring manager will work with HRSTM to initiate the recruitment.

3. If a full-time faculty position is approved to be filled by recruitment, the dean (hiring manager) will draft a new position description or will update the existing position description. The position description is submitted for review and approval through the appropriate channels. HRSTM conducts the final review of the position description to confirm job title, rank, and salary range. A current, approved position description is required for a recruitment request to commence.

E. Acting or Interim Appointments

Individuals may be assigned to an interim or acting role. The manager of the vacant position will consult with their supervisor, the relevant administrator for the unit, and HRSTM if a vacancy is to be temporarily filled by an acting or interim assignment. In these cases, selection of employees to serve as acting or on an interim basis should be based on the qualifications of the employee and needs of the College and will normally be for no more than one year. HRSTM will monitor all acting and interim positions and work with the unit manager to develop a recruitment strategy and plan to permanently fill the position.

IV. Appointment or Promotion

- A. The manager of the vacant position will consult with their supervisor, the relevant administrator for the unit, and HRSTM if a vacancy is to be filled by appointment or promotion.
- B. The Chief Human Resources Officer or designee will make an appointment or promotion offer to the selected individual for the selected position.
- C. If the individual selected does not accept the appointment or promotion, then the hiring manager will work with the recruiter to initiate a competitive recruitment and selection process.

V. Competitive Recruitment and Selection Process

A. Recruitment Strategy and Plan

1. Once a position is approved for recruitment, HRSTM will notify the hiring manager of the approval and assign a recruiter to the recruitment. The recruiter will conduct an intake meeting with the hiring manager.
2. In some instances, an external search firm may be used in order to broaden the reach and scope of a recruitment. The use of an external search firm must be in compliance with the College's procurement procedures and must be approved in advance by the Chief Human Resources Officer.
3. The hiring manager, in consultation with HRSTM, may decide to fill a vacancy by the following recruitment methods:

- a. by conducting an “**internal/external**” recruitment, which is open to all qualified college employees and the general public; In most cases, position vacancies will be posted internally for a limited period of time before external posting to allow current employees an opportunity to express interest and be considered.
- b. by conducting an “**internal only**” search, which is open to individuals currently employed with the college, including regular employees, temporary with benefits staff, part-time faculty, and casual temporary employees both within and outside of the hiring unit. Internal applicants must be in good standing, as defined by the most current guidelines from HRSTM, Employee and Labor Relations, in order to be eligible for consideration. In most cases, employees must successfully complete the 6-month probationary period prior to applying for other positions, see Changes in Employee Status 34001CP. However, this may be waived by the Chief Human Resources Officer or designee when the determination is made that it is in the best interest of the College;
- c. by conducting a “**division only/department only**” internal search, which is open to all eligible employees within the hiring division or the hiring department. Division only/department only recruitments require the approval of the senior vice president who oversees the unit and the Chief Human Resources Officer or designee. Divisions or departments with positions that are placed across locations and/or with multiple shifts will normally require, at minimum, an internal or department/division search.

B. Screening Applicants

1. The HRSTM recruiter will screen all applications to determine which applicants appear to meet the minimum qualifications. The applications of qualified candidates will be reviewed by the hiring manager to confirm the initial screening and determine candidates to be forwarded to the committee, if relevant.
2. The recruiter is responsible for ensuring an adequately diverse applicant pool. If the pool is determined to not be diverse, additional efforts will be taken to diversify the pool of candidates.

C. Search Committees

1. A search committee is generally recommended for budgeted positions. If a search committee is used, the search advocate will be selected from a list of trained search advocates in collaboration between HRSTM and the hiring manager.
2. For administrator, full-time faculty position, and staff positions at grade 31 and above, a college-wide search committee is required. The hiring manager will appoint members representative of the College community’s population, ensuring that the committee is diverse. Additionally, consideration for committee membership should include

relevancy of departments/disciplines/areas of the college, types of role and responsibility, and location and/or campus. In some instances when subject matter expertise is needed or the position may interact with College partners, individuals who are not employees of the College may be invited to participate in the search with advance approval by HRSTM and subject to all search committee member requirements.

3. A tiered interview process may be used in place of a traditional search committee format. In this process, a candidate will complete multiple interviews with different individuals. The hiring manager must consult with their supervisory chain and the recruiter throughout this process.
4. If a search committee is used, the hiring manager may lead the search committee or may choose to delegate the responsibility and appoint an individual to serve as chair of the committee. The hiring manager is required to meet with the search committee to provide them direction and outline the parameters of the search.
5. The hiring manager or the chair of the search committee will notify the HRSTM recruiter as to which candidates are to be interviewed by the supervisor and/or the committee.

D. Interviews

1. The purpose of an interview is to better assess and understand a candidate's skills, experience, and background. The interview should also provide an opportunity for the candidate to gain a better understanding of the College, culture, and expectations of the position.
2. The hiring manager and HRSTM recruiter will partner to review the parameters related to interviews, including teaching demonstrations, presentations, skills tests, writing samples, and any other relevant aspects of the interview process.
3. A structured interview format will be used to ensure a fair and equitable process for each candidate and in accordance with interview guidelines from HRSTM.
4. The hiring manager will ensure that interviews take place in an appropriate location that is accessible, equipped appropriately, and ensure that accommodations are provided for those candidates who request them.

E. Selection and Documentation

1. If a search committee is used, upon completion of the interview process, the search chair will submit a summary of the committee's evaluation of the interviewed candidate's strengths and weaknesses.
2. The hiring manager, in collaboration with the unit administrator, is responsible for making the final determination as to which candidate to hire. The search committee's feedback is considered by the hiring manager when making a hiring decision.

3. The hiring manager is responsible for completing and submitting the recruitment documents, with appropriate required documentation, to HRSTM as outlined on the HRSTM website.
4. The recruiter will be responsible for reviewing the information and initiating salary placement documents. The recruiter will ensure that the selected candidate has submitted complete information.
5. HRSTM has responsibility for making initial salary placement determinations for staff and administrator positions. For full time faculty positions, the dean and HRSTM will determine the initial salary placement
6. Hiring Managers are expected to communicate directly with any current employee applicants in their direct supervisory chain who are not selected for consideration or hire. The HRSTM recruiter is responsible for communication and notifications of non-selection to internal candidates outside the hiring manager's direct supervision and external candidates.
7. Salary determination will be made in accordance with 35001 Compensation Programs or the appropriate collective bargaining agreement.
8. HRSTM is responsible for communicating the official written offer to the candidate on behalf of the College.
9. Upon acceptance of the offer, the recruiter will be responsible for providing written instructions to the candidate regarding the completion of required employment forms and related data and documentation.
10. HRSTM then conducts conditional background checks for relevant positions and processes new hire for onboarding.

VI. Confidentiality

Confidentiality will be maintained throughout the recruitment and hiring process except for the purpose of conducting background and reference checks.

VII. Sanctions

Deviations from this policy and procedure may be subject to disciplinary action pursuant to Policy 34002-Disciplinary Action and Suspension.

VIII. Education

Education is a key element of this Policy. The College will provide education and information, as appropriate, to enhance understanding and increase awareness. All individuals involved in the recruitment process are required to complete training before they may participate in a search. Any mandatory education requirements will be announced and posted on the College's website. The President is authorized to provide institutional leadership and guidance for developing education programs to increase

knowledge and share information and resources to ensure a fair and equitable hiring process. Some goals to be achieved through education are: (a) ensuring that all individuals are aware of their roles and responsibilities; (b) notifying individuals of conduct that is proscribed; and (c) informing employees and other members of the college community about the proper way to recognize and address complaints involving a violation of this Policy.

Administrative Approval: February 2, 2021