

## **HIRING POLICY AND PROCEDURES**

Position vacancies at Middlesex Community College will be filled in a manner consistent with state and federal non-discrimination and affirmative action laws, with the policies set forth in the Massachusetts Community Colleges Affirmative Action Plan, and with the provisions of all applicable collective bargaining agreements and personnel policies.

### **I. DEVELOPING THE POSITION**

#### **A. WORKFORCE/UTILIZATION ANALYSIS**

The AAO is responsible for annually analyzing the racial, ethnic, gender and age diversity of the college's current workforce and determining whether any group is under-represented compared to their availability in the relevant labor area from which the college recruits its employees. The analysis will indicate whether there is a disparity in any division of the college. Where the utilization analysis shows underutilization, the AAO will establish goals for increasing diversity representation. It is important to distinguish between goals and quotas. Quotas imply that numbers must be met. Goals imply that all good faith efforts will be made to reach utilization

#### **B. SKILLS ANALYSIS**

The hiring manager analyzes the position to determine what skills, abilities, prior experience, and education are needed to further the college mission.

#### **C. FUNDING APPROVAL**

The hiring manager obtains approval from senior management and Administration and Finance to fill the position. This should be obtained prior to the next steps but may have to be confirmed if there are any changes in the cost of the position as a result of the next steps.

#### **D. POSITION DESCRIPTION AND RESUME FILTER**

1. The hiring manager consults with HR and the AAO to develop the position description and resume filter.
2. HR determines whether the position is in any bargaining unit and whether the duties and responsibilities listed are appropriate for the job classification. Particular attention will be given to how the compensation will be listed on the job posting.
3. The hiring manager, HR, and the AAO will collectively determine whether the position will be an internal promotional opportunity and posted as such.
4. The AAO determines whether the position should be treated as an affirmative action goal.
5. The AAO determines whether the position description addresses the college's commitment to excellence and innovation through diversity, equity and inclusion, and the importance of experience working with diverse populations.
6. The hiring manager, HR, and the AAO come to final agreement on the position description and resume filter. The resume filter is a form designed by the hiring manager/chair in consultation with HR and the AAO to state the qualifications of the position for the search committee. It is used as the initial tool to assess the degree to which candidates demonstrate evidence of having met the position qualifications, to the extent that this can be gleaned from the cover letter, resume and application.
7. The hiring manager fills out and completes the position requisition form.

## **E. RECRUITMENT PLAN**

1. HR, in consultation with the hiring manager and the AAO will review the standard recruitment plan for the type of position to be posted and will determine whether any modifications to the recruitment plan are needed.
2. If advisable, the hiring manager in consultation with HR will recommend additional recruitment sources, such as professional associations, colleges and universities, publications, etc., that may produce a wider and/or more inclusive pool of applicants. The hiring manager will also utilize professional contacts and networks to identify talent and to promote the college as an employer of choice.
3. If advisable, the AAO will recommend additional recruitment sources that may produce a more inclusive pool of applicants and may utilize professional contacts and networks to identify talent and promote the college as an employer of choice.
4. HR will finalize a recruitment plan with timelines

## **II. POSTING**

HR posts internally and externally in accordance with the recruitment plan.

## **III. SEARCH PROCESS**

### **A. SEARCH COMMITTEE**

1. Hiring manager will work with HR and AAO to identify members for the Search Committee, usually three to seven members. The search committee must have cognitive diversity, achieved by including members with different backgrounds, perspectives and expertise and with demonstrated commitment to diversity. An HR representative is assigned to support each search.
2. Hiring manager normally serves as Chair unless a different individual is appointed in consultation with Senior Management.
3. All committee members must have completed Search Committee Training within the last three years.
4. Chair arranges for all Search Committee members to attend training session if they have not attended such a session within the last three years.
5. Committee determines questions for interviews and reviews with HR and AAO
6. Chair determines content of introductory statement, including description of the college and of the position, and reviews with HR and AAO for compliance with law and agreements and policies. Chair also determines content of information packet for applicants selected for interviews that follow best practices identified by HR and AAO.
7. For faculty positions, Committee determines content of teaching demonstration
8. Committee determines whether to use any additional skills or knowledge assessments such as practicum tests, technology tests, samples of work, portfolios; any assessments must be reviewed by HR and AAO
9. Committee determines which members will ask each question and this must remain the same for all interviews.
10. Committee members must attend all meetings and interviews. If a member cannot attend one or more interviews, that member may not continue to serve on the search.

**B. APPLICATION INTAKE PROCESS**

All application materials must be submitted through the official HR application system which includes the college employment application, family disclosure form, and voluntary EEO data. If the hiring manager or Search Committee members receive any applications directly, these candidates must be directed to the official HR application system. When necessary, reasonable accommodation will be provided.

1. HR receives application materials and sends acknowledgement to each applicant by email.
2. After the resume filter is available, trained committee members are given access to candidates' materials via the HR application system (ie., Interview Exchange) and search tools are available online (i.e., via email or SharePoint search site).

**C. APPLICANT POOL CERTIFICATION**

1. AAO analyzes the degree of diversity of applicant pool and if sufficient, certifies pool.
2. AAO determines appropriate resolution if applicant pool is not sufficiently diverse, including re-opening the search.
3. Once the applicant pool is certified, the chair may proceed with the search process.

**D. APPLICANT INTERVIEW SELECTION**

1. Chair reviews all internal applicants' personnel files and shares information with Search Committee in accordance with applicable bargaining agreement provisions and personnel policies.
2. Chair may decide to have a preliminary Resume Review Session with a subcommittee of the Chair, the AAO and/or HR to do an initial screening of resumes to eliminate those who do not meet the minimum qualifications.
3. Chair convenes meeting of Search Committee.
4. Search Committee reviews all applications, utilizing the resume filter form, and selects applicants for interviews. Search Committee must confer with HR to determine whether any in-house applicants should be interviewed because of collective bargaining agreement provisions.

**E. INTERVIEW POOL CERTIFICATION**

1. Chair sends list of applicants selected for interviews to the AAO.
2. AAO analyzes the degree of diversity of interview list and if sufficient, certifies the list.
3. AAO determines appropriate resolution if interview list is not sufficiently diverse, including sending the list back to the Search Committee or re-opening the search.
4. Once the interview pool is certified by the AAO, the chair may begin to contact candidates to schedule interviews.

**F. INTERVIEWS**

1. Chair personally contacts applicants selected for interviews and sets up interview schedule. Chair may conduct a guided telephone screen with those selected for interviews. Chair also sends information packet to all those selected for interviews, following best practices identified by HR and AAO.
2. Chair determines location of interview room, taking accessibility and technology needs into consideration.

3. Search Committee member must be present for all interviews. If a member cannot attend one or more interviews, that member may not continue to serve on the search.
4. Chair makes the same introductory statement to all interviewees.
5. The committee must use the same set of questions for the interviews; each member must ask the same question(s) at each interview.
6. During the initial (first) interview follow-up questions are limited to clarifying questions about terminology, abbreviations, etc. that the candidate may have used. Follow-up questions may not be used to prompt a candidate to say more in their response or to speak about a topic that they did not mention on their own.
7. Second interviews are strongly recommended for the finalist(s); and in those second interviews there is greater latitude with questioning candidates. Committee chairs and members must establish a process to share their thoughts about finalists' strengths and areas of concerns with whoever is conducting the second interview.

#### **G. RECOMMENDATION FOR HIRE AND FINALIST CERTIFICATION**

1. Committee selects finalists.
2. The chair sends the finalist list to the AAO. If the finalist pool is sufficiently diverse, AAO will certify the finalist list.
3. The AAO determines appropriate resolution if finalist pool is not sufficiently diverse, including sending the list back to the Search Committee or re-opening the search.
4. Chair and senior management will decide who will check references of finalists. The Chair must also send the list of finalists to HR and HR may check additional references.
5. Chair will send the list of finalists, unranked, to senior management for a second interview or for a final decision, depending on the position.
6. Senior management will make the final hiring decision after consultation with the President, Chair, HR and the AAO.

#### **IV. HIRING PROCESS**

1. The Chair must consult with the HR Director or designee to determine the appropriate salary offer.
2. The Chair will contact the applicant to make the hiring offer. HR will provide any requested salary or benefits information.
3. HR will verify degrees, where applicable.
4. HR will issue a hiring letter to applicant and once the Board of Trustees has approved the hiring, HR will issue an employment contract to applicant.
5. The Chair will personally contact the interviewees not selected to thank them for their interest in the college and to inform them of their non-selection.
6. HR will notify all other applicants that the position has been filled.
7. The Chair will inform the Search Committee members about the final hiring decision.

#### **V. ONBOARDING**

1. HR will meet with the new hire to review benefits, policies and any other information it deems advisable, depending on the position, and will arrange for email access.

2. The hiring manager will be responsible for Onboarding the new hire. It is recommended that this include the assignment of a coach/mentor or an onboarding peer as an HR and AAO best practice.
3. Onboarding must include, at a minimum, introduction of the new hire to department members and key collaborators, information concerning responsibilities, department/division protocols, policies, office space and amenities, and access to any necessary technology.
4. An onboarding plan tailored to the position and candidate, and that includes regular meetings over time, is an HR and AAO best practice.

## **VI. ROLES/RESPONSIBILITIES**

### **A. HUMAN RESOURCES:**

- Assist the hiring manager as needed in the skills analysis, drafting of the job description and companion resume filter
- Develop the recruitment plan, in consultation with the hiring manager and Affirmative Action Officer (AAO)
- Assist in selection of search committee members
- Train search committees on a 3 year renewal cycle
- Receive all applications and forward them to the hiring manager
- Ensure all applicants fill out an employment application
- Send acknowledgement to all applicants
- Compile a list of applicants for AAO
- Forward or make accessible EEO forms or data to AAO
- Provide benefits information to applicants if requested
- Determine salary offers
- Issue hiring letters and employment contracts
- Verify degrees, where applicable
- Provide new employee orientation to new hires
- Send rejection notices to all unsuccessful applicants, except for those interviewed

### **B. HIRING MANAGER**

- Conduct skills analysis
- Obtain approval to fill the position
- Draft job description and companion resume filter
- Select search committee, in consultation with Human Resources (HR) and the AAO
- Contact unsuccessful applicants who were interviewed to notify them of non-selection
- Consult with HR and senior management to obtain salary offer amount and make offers to successful applicant
- Ensure onboarding of successful applicant to department and position

### **C. AFFIRMATIVE ACTION OFFICER**

- Complete workforce/utilization analysis
- As necessary, provide assistance to hiring manager for skills analysis
- Ensure position description addresses the college's commitment to inclusive excellence and experience working with diverse populations and includes AA/EOE statements
- Assist HR and hiring manager in developing resume filter
- Assist HR and hiring manager with recruitment plan

- Certify applicant pool or determine measures needed to address pool deficiencies, including reopening the search
- Assist hiring manager in selecting diversity representative(s) for search committee
- Assist in search committee training
- Review interview questions and testing modes for compliance with affirmative action standards and goals
- Certify list of interviewees or determine measures needed to address lack of diversity in list, including reopening the search
- Certify list of finalists or determine measures needed to address lack of diversity in list, including reopening the search

#### **D. SEARCH COMMITTEE CHAIR**

- Develop and ensure that resume filter form, questions, and testing modes are completed in timely fashion
- Establish a committee meeting schedule in a timely fashion
- Collaborate with HR and AAO to ensure committee members have access to application materials and search resources
- Determine content of information packets for interviewees in accordance with best practices identified by HR and AAO
- Contact applicants for interviews and send them information packets
- Set up interview schedule and location including arranging parking and other logistics
- Ensure that committee interviews are consistent and in compliance with law, contracts and policies
- Introduce applicant to search committee and deliver opening statement about the college and the position
- Collect references of applicants selected for interviews or for applicants recommended for hire. Determine whether Chair or senior management will contact references.
- Send recommendations for second interviews to senior management
- Maintain strict confidentiality regarding the entire search

#### **E. SEARCH COMMITTEE**

- Develop interview questions
- Determine testing modes and content, such as teaching demonstrations, typing tests, etc.
- Attend training session at least every 3 years
- Review applicants' materials using resume filter, fair and legal practices that minimize bias and cognitive errors.
- Interview applicants
- Make recommendations for second interviews by senior management
- Maintain strict confidentiality regarding the entire search