

## **INTRODUCTION**

Hiring is not about just filling a position with someone who has the most qualifications. Although education, experience and skills are important, it is also about finding the right attitude for the position and culture of the College. The College wants someone who will take ownership of the position and apply his/her full potential creating mutual benefit for both the individual and the College; someone with a positive winning attitude.

You [we] want the best person for the position who, of course, meets the education and experience qualifications to perform the essential duties and responsibilities, but we also want someone who meets the competencies of the job.



In many cases, an individual can be trained to do the essential duties and responsibilities; however, behavior, attitude, morals and work ethic are not easy to mold. The individual comes to the College with these competencies already developed and if not in line with the College's expectation or culture, the individual will most likely be unsuccessful in the position.

Your success depends on the people around you. *"Choose wisely and you shine with them. Choose poorly and you wear their tarnish."*

It might be difficult to gauge the actual costs of making poor hiring decisions, but it's easy to calculate the results:

- decreased productivity ... increased frustration for managers and coworkers
- decreased quality ... increased mediocrity
- decreased customer service ... increased student and/or employee complaints

As a manager, you probably want to get the hiring process over with and get back to the business at hand. Having to hire and fire people is time-consuming and distracting. Yet if you make a recruiting mistake, the consequences are telling:

- You waste time and money in training someone you may have to let go
- You weaken the overall effectiveness of your team
- You risk losing other, more valuable employees

- You reduce the amount of time you can spend on managing your department since you must start the hiring process all over again
- You damage your reputation as a manager because your associates will begin to doubt your ability to attract good people

Leaders are judged on their ability not only to lead but also to attract and retain good people. Thus you have everything to gain by hiring well the first time.

## **THINGS TO CONSIDER BEFORE HIRING**

### Do You Really Need to Hire?

Just because a position becomes vacant, it doesn't necessarily mean that you need to hire a replacement. You should first review your needs and options. We need to abandon the practice to automatically hire when an employee quits, is dismissed, retires, or a surplus of work seems to suggest creating a new position. There are often alternatives such as hiring temporary workers, spreading the work around or automating that may better serve the need in the long run.

Ask yourself these questions before requesting to hire a replacement:

1. What duties do or would someone in this position perform?
2. Are any of these duties also performed by other employees? Specify.
3. Do any of these duties impact customer service for students or employees? How?
4. Are these key support duties essential to the operations of the College?
5. Can any of these duties be spread among others without creating too great a burden? Specify.
6. Can any of these duties be automated? Specify.

### Spreading It Around



The most cost-effective and efficient option may be to spread the work among existing employees, especially if other employees already perform some of the desired functions.

The obvious advantages are avoiding additional salary, benefits, and training costs associated with hiring someone new. Existing employees are more likely going to be easier to train as they already have an

understanding of the operations and culture of the College.

Disadvantages to spreading the duties and responsibilities around would depend on how well the extra work has been defined. Overburdening or forcing overtime on employees who don't want or can't handle it would cause frustration, affect quality control and productivity, and morale may suffer.

Communication with your current staff may assist in making the right decision on whether or not the additional work can be assigned among others to fill the void.

Another way to spread the work around without overburdening employees is automation. Researching and recommending software programs to handle some of the manual duties of the position may be the answer. You could also work with our IS team to see if they would be able to assist in developing new programs to automate the work. You can work with the Campus President, Director of Information Systems, and/or Senior Management on ideas to automate time-consuming duties.

### Temporary Employees

If the work that needs to be done can be completed in a specific period of time and would then make it manageable for others to continue to keep it current, you may want to consider temporary employees. Or if there are periods of time when the workload is more than others, you may want to bring in temporary employees as needed.

Temporary employees are hired for a specific period of time, and when their assignment is completed they are no longer employed. Temporary employees work assignments may be shortened or lengthened to meet business necessity. Communication to renegotiate the length of the assignment should be with the Campus President for approval and the Campus Administrative Assistant to document and process a revised end date. When it comes near to the end of the temporary employee's assignment, a request for final pay should be made through the Administrative Assistant to assure the final check is available at the campus on the employee's last day. If the temporary employee is contracted through a temp agency, adequate notification the assignment is ending should be provided to the agency.

### **YOU NEED TO FILL THE POSITION**

You have considered all your options and you cannot go without replacing an individual who is no longer with the College, or growth has made it necessary to create an additional or new position.

### Approval Process

Approval is obtained through the chain of command. Approval must be obtained for any hire, whether it is for a replacement or a new position. At the campus level the request to hire is directed to the Campus President. If the Campus President agrees with the need to hire, approval is obtained from Senior Management.

If the request is for a new position, the essential duties and responsibilities along with any other requirements for the positions [i.e. degrees, certifications, computer skills, etc.] need to be forwarded to the Director of Human Resources to generate a job description. This must occur prior to requesting to post and advertise the position, and/or interviews being conducted. The job description is used to generate appropriate ads and should always be reviewed with every applicant in the interview process.

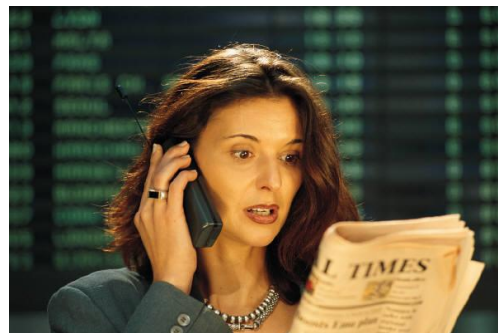
### Looking Internally First

Looking at current employees first may provide you with the perfect individual for the position. Many of the College's employees demonstrate an ability to take on more responsible duties, and possess the desire to grow with the College. Filling a more responsible or difficult position with someone who is already seasoned and understands the culture of the College makes sense. Especially if the employee is coming from a position that is easier to find qualified applicants for, or that position could be spread among other employees. This however, does not alleviate the need to meet requirements and qualifications for open positions. If the position requires a specific background investigation the employee has not previously gone through, the background investigation must be conducted after approval to promote has been obtained, but prior to offering the position to the employee.

### Requesting Classified Advertisement – Policy and Procedure

It is important to have your hiring process well-thought out. After you have determined that you need to hire and obtained approval to do so, the recruitment process is the next step.

You should plan out your strategy. When is the next advertisement cycle (classified ads and internet postings are placed on a bi-weekly basis)? Is there a particular advertising source you know the particular type of individual you are looking for would refer to? When do you want the new hire to begin work? What is the timeframe you



have set to receive resumes; what is the deadline date? You should take into consideration time for the applicant to provide his/her current employer with sufficient notice.

When answering these questions, you should keep in mind the policy and procedure for classified advertisement.

- Classified advertisements will run 1 weekend day and 1-week day (when available) every other week [For example: Sunday, Wednesday or Saturday, Wednesday – based on the newspaper source].
- Classified advertisements/postings will be approved, processed and placed on a two-week schedule. The college does not usually run ads during holidays; therefore, the schedule would change.
- Classified advertisements for a position or group of positions will not run more than 3 times [NOTE: Classified advertisements place in the LA Times will run one time only]
- Internet and publication sources may be used as well; however, keep in mind that these usually run for a minimum of 30 days, sometimes longer
- Campuses will provide required information on a bi-weekly basis to HR to monitor the number and quality of responses and hires from each source [the hiring supervisor is required to communicate whether or not he/she has received qualified candidate resumes/applications]
- Classified advertisements will not run the next scheduled weekend / weekday if resumes have not been reviewed [may base this on number of responses received – total number to be determined by Senior Management]
- Classified advertisements will not continue to run in a source that does not produce quality responses
- Classified advertisements placed on Internet or publication sources [i.e. Monster.com, Chronicle of Higher Education, etc.] will run the course of the advertisement purchased [For example: 30 days, 60 days, etc.] unless position is filled and we can pull the advertisement.
- All positions will be placed on the SJVC website and will remain until the position is filled or pulled.
- Other advertisement sources will be researched for positions where the current sources are not producing quality responses. Human Resources will search for a Placement Agency or Agencies and determine if their services will best meet our needs for hard-to-fill positions/departments. Campus Presidents and/or hiring supervisors may be asked to assist in building relationships with agencies in their areas.

Once you have determined your recruitment strategy, you will need to communicate your needs to your Administrative Assistant who will work with the Human Resources Department on placing advertisements for your open position(s).

### Communicating Continued Need for Advertisement

It will be important to keep continual open communication with your Administrative Assistant to assure he/she is aware of your needs. Have you received enough resumes from qualified applicants, or does the ad need to run again? Did you get a good return from the source of advertisement used, or



should we try a different source? This communication needs to occur on a weekly basis. You do not want to continue ads for positions that have received adequate response in the first week or two of advertising. Classified ads are costly and should be monitored closely.

### **SCREENING PROCESS**

#### What Are You Looking For?

You must know what you want for the position before you begin the screening process. What are the qualifications? Do you have applicants who meet those qualifications? What are the most important competencies the applicant must possess to be successful in the job? You should refer to the job description for essential duties and responsibilities along with required competencies to be successful and minimum qualifications. For instructor positions the faculty qualifications must be met. As a manager you are responsible for knowing all minimum requirements for the positions you oversee.

The resume and/or employment application will provide you with the necessary information to decide whether or not an applicant meets the required qualifications. Your decision on who to interview should be based on those resumes/applications that describe the most applicable qualifications. Again, you [we] are looking for the most qualified individual and the best match to the College's needs. Although, meeting the qualifications of the position and having experience in the essential duties and responsibilities is part of being the ideal candidate, meeting the required competencies of the position plays a vital role in being successful in the position. Education and experience let you know they are capable of doing the job, but are they a match to the culture of the College? It is important to know the competencies of the position you are hiring and how to identify if the applicant possesses the ability to meet them. This can be accomplished by asking the right questions during the interview process. A list of questions geared toward competencies is provided with this guide.



### Not Selected for Interview

Once you have determined which applicants you will interview, it is very important that you forward the resumes/applications to those applicants you did not select for an interview to your Campus Administrative Assistant so that a response letter to the applicant's interest in the position is mailed out in a timely manner. All resumes and applications must be kept on file for a minimum of two years. The resumes and applications will be maintained in the college's electronic database. There is no need for you to keep copies of the resumes and applications. However, it is essential that you keep track of every resume/application and return them to the Campus Administrative Assistant for retention. Lost resumes/applications place the College at risk and out of compliance with labor laws.

### **KEEPING THE INTERVIEW LEGAL**

#### What the Law States You Can and Cannot Ask

Do not ask questions about marital status or children. For example, you may not ask an applicant if she is pregnant, has children, or is planning to have them. If you know an applicant has children, you may not ask whether he/she has made provisions for child care. Similarly, if you would not ask a question of a man, do not ask it of a woman (for example, "If you became pregnant, how much time would you need away from work?").

Be careful when asking about hobbies or outside activities. It is discriminatory to ask about clubs, societies, lodges, or organizations to which the applicant belongs that might indicate race, religion, national origin, sex, age, etc.

No questions about age should be asked. The exceptions to asking questions about age do not pertain to college's business need-to-know. Be aware that some questions about an applicant's education may be interpreted as seeking information about age. While it is fine to ask where an applicant went to school, asking what year he/she graduated from high school or college, or inquiring if he/she is a "recent graduate" may be deemed discriminatory.

You must also be very careful about questioning applicants whose physical disability is obvious. While it may seem natural to ask certain questions, you may discover that many of those questions are strictly prohibited by law.

Please refer to the "Guide for Pre-Employment Inquiries" for specific examples of what can or cannot be asked.

### The American Disabilities Act [ADA]

The ADA prohibits employers from discriminating against qualified individuals with disabilities. The ADA also requires an employer to provide reasonable accommodation for the known disability of a qualified applicant unless it would impose undue hardship on the employer's business, or unless the applicant would cause a direct threat to other workers. In addition, California law prohibits discrimination against a person based on a medical condition. Medical condition includes any health impairment related to or associated with a diagnosis of cancer, or a record or history of cancer, as well as an individual's genetic characteristics.



An individual is not protected under disability discrimination laws unless he or she is a "qualified individual with a disability." A qualified individual with a disability is a person who meets legitimate skill, experience, education, or other requirements of an employment position that he or she seeks, and who can perform the essential functions of the position with or without reasonable accommodation. An individual is not unqualified simply because he or she is unable to perform marginal or incidental job functions.

### Preparing for the Interview

It is important to be fully prepared for the interview, so that you come across well-organized and professional. You want to make the applicant's first impression of you and the College to be a positive one. An applicant is also interviewing you to see if he/she wants to work for you and the College.

Schedule the room or office you will use for interviews in advance. Make sure that it is neat and tidy the day of the interviews. You should also check the temperature of the room prior to the scheduled interviews to assure that it is at a comfortable temperature. You may choose to set the seating arrangements so that you and the applicant are sitting side-by-side instead of across from each other. This may make the applicant feel a little more at ease. Having water available in case the applicant is nervous and needs a drink for a dry mouth is a good idea. Have a pitcher of water with some glasses, or bottled water out and available.

Make sure that you have carefully reviewed the resume and/or application and identified the qualifications that match the position. You can ask additional questions to verify education, employment and experience, but keep in mind that you do not want to ask about dates that may lead to identifying the applicant's age.



When it comes to questions regarding competencies of the job you can refer to the “Competencies Interview Questions.” This will provide you with sample questions to ask, and should assist you in identifying what competencies the applicant possesses. This line of questioning should also assist in determining the applicant's attitude. It is suggested to rank the competencies from most important to least important for success in the position, then choose questions to ask from each category.

Once you have determined the questions you will ask, it is important to ask all the same questions with each applicant to ensure consistency and avoid claims of discrimination. Never jot down notes on the resume or application. Use your interview questionnaire or a separate notepad for note-taking.

### The Interview

A good way to start off an interview is to have the individual briefly tell you a little about his/her education and experience that relates to the position he/she has applied for. What makes him or her the best candidate for the job? This is a good way to break the ice and get to know the applicant. However, some applicants may share too much personal information. Do not take notes on personal information. If an applicant shares personal information, do not ask more questions or make comments regarding their personal life. Instead gently lead the applicant back on track by following your interview strategy and asking the next interview question.

Provide the applicant a copy of the job description and allow time for review. Ask him/her to identify any essential duties or responsibilities he/she may not have experience doing. Let the applicant know the competencies are vital to be successful in the position, and ask if he/she has any concerns about any of the competencies. Ask the applicant which competencies are his/her strongest.

Pay attention to the applicant and make eye contact when you are speaking to the applicant or when the applicant is speaking. It is also important to listen carefully without interrupting. However, if the applicant gets off track you should gently guide him/her back on track.

Be prepared to provide the applicant information about the College and the position. Allow the applicant to ask additional questions. Always let each applicant know when to expect to hear back from you. Make sure that the applicant does hear back from you within the timeframe that you give him/her.

### Taking Notes During an Interview

As mentioned previously, never take notes on the application or resume. Any notes taken should be complete and legible that are not open to any misinterpretation and are in no way discriminatory. When taking notes about the

candidate's responses to questions, be sure that you are not using abbreviations or a coded rating system that could be incorrectly interpreted as discriminatory.

Keep objective records of why a candidate was or was not hired. For example:

“Did not have experience teaching” rather than “not impressed.”

“Unwilling to work evenings” rather than “wasn't right for the job.”

Be sure your notes evaluate criteria actually necessary to perform the job. For instance, when interviewing for an admissions advisor, your notes should reflect items such as “good interpersonal and presentation skills” rather than “handsome, blue suit.”

### Discussing Salary / Rates



Exempt positions are paid a salary [bi-weekly or annual salary]. Non-exempt positions are paid an hourly rate. You should have discussed a salary or rate range with the Campus / Corporate Director and/or Senior Management prior to going into the interview process, so that if asked you are able to provide an accurate range for the position.

It is important to make sure the applicant understands the classification of the position [exempt or non-exempt].

No specific hours are discussed with the applicant for an exempt position; however, you should provide them with an expected schedule for availability. An exempt position is paid a salary for a job successfully completed [meeting expectations and College standards]. Exempt positions are not eligible for overtime pay.

The required work schedule should be discussed with the applicant for a non-exempt position. If the candidate has applied for a position that is within a department or work unit that is currently working under an alternative work schedule or menu of alternative work schedules you should let the candidate know and inquire as to whether or not, he/she is able to work the alternative work schedule(s). If the candidate is unable to work an alternative work schedule and is a top candidate for the position you may consider making an accommodation by allowing him/her to work a regular 8-hour a day, 5 days a week schedule. You would need to obtain the reasons the candidate is not able to work the alternative work schedule and discuss with the Campus

Administrative Assistant and/or Human Resources to see if the reason meets the criteria for eligibility not to work the alternative work schedule.

#### Interviewed, but Not Considered for Hire

The resumes/applications for those applicants you interview, but will not be considered for hire need to be forwarded to your Campus Administrative Assistant immediately, so that the appropriate written response letter is mailed out in a timely manner. Again, there is no need for you to keep copies of resumes or applications.

#### **REFERENCE CHECK FOR EMPLOYMENT**

Now that you have your top two or three candidates selected you need to complete reference checks for employment. You begin with the candidate that is the most qualified as your top pick. Depending on the timeframe you need to hire you may opt to send out the reference check for employment or make phone calls to the previous employers listed on the employment application [NOTE: It is important to make sure the employee has checked "Yes" to contact the employer listed]. You should contact a minimum of two past employers. The Reference Check for Employment form that is located on InfoZone in the Document Center will guide you through the information to try to obtain. Not all employers will share information, so accept what they are willing to provide. It is also important to call two to three individuals listed under "References" on the employment application. These should be individuals that have knowledge of the candidate's work performance within the last three years. The Reference Check form will guide you through questions to ask.

#### **DEGREE REQUIREMENTS**

The staff and faculty qualifications and job descriptions provide the degree requirements. Required degrees held by administrators, staff and faculty must be from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established. Applicants with degrees from non-U.S. institutions are required to provide a general report of equivalency before an offer of employment is made. SJVC recommends these applicants obtain a report of equivalency through the International Education Research Foundation @ [ierf.org](http://ierf.org), but may use a reliable organization of their choice that conducts the same equivalency verification.

Hiring managers need to confirm earned degrees meeting SJVC degree requirements. They can do so by review of unofficial transcripts and or copies of degrees. All new hires with degree requirements must provide SJVC with official transcripts for each degree earned within the first 90-days of employment. Continued employment is contingent on receipt of official transcripts that verify degree(s) earned.

## **BACKGROUND INVESTIGATIONS**

Once you have chosen the best candidate for the position, you need to forward the Disclosure and Authorization to Obtain Investigation Consumer Report and Results to Required Screening (as applicable) to your Campus Administrative Assistant to process a background investigation. Refer to the Background Check Requirements for the positions and type of investigation required. All candidates who are interviewed are required to complete the disclosure and authorization at the time of the interview. It is



recommended that you have the receptionist (First Contact) provide the disclosure and authorization to them to complete upon arrival prior to taking them in to interview. No offer of employment can be made until the background investigation is complete. Your Administrative Assistant will let you know when the results have been received from the Human Resources Department.

## **SCREENING, PHYSICAL, TB TEST, AND VACCINATION REQUIREMENTS**

Some positions required post offer / pre-employment drug screening, physical exam and TB test. These positions also require certification of program required vaccinations. It is important to know which positions have these requirements and they are clearly communicated to the candidate. These screening, physical exams and vaccinations take place post-offer, and pre-employment.

## **MAKING AN OFFER OF EMPLOYMENT**



Once you have everything in order [including the background investigation], you need to obtain approval from your Campus President, then Senior Management to make the offer of employment. You may need to state whether the hire is a replacement or additional hire. You will need to provide the name of the candidate, anticipated start date, schedule and salary [annual

or bi-weekly for exempt] or rate of pay [hourly rate with total number of hours per week for non-exempt]. It is very important to reference the job description for status type (non-exempt or exempt). An employee cannot be exempt, salaried employee unless they meet the exempt status requirements, which is determined by Human Resources at the time the job description is generated.



## **PREPARING FOR YOUR NEW HIRE'S ORIENTATION**

### New Hire Paperwork

New hire paperwork and human resources orientation must be completed with the new employee prior to the employee conducting or participating in any work-related business including training and orientation. You will need to schedule with your Campus Administrative Assistant a date and time he/she will be able to meet with the new hire. If the new hire cannot come in until the first day scheduled to report to work the new hire paperwork will need to be completed first thing that day. The new hire process can take up to three hours, so make sure that the new hire is fully prepared to complete the process. It is also very important to communicate to the new hire the requirement to bring in appropriate identification documents for employment eligibility verification [I-9]. You can obtain a list of acceptable identification documents from your Campus Administrative Assistant or Human Resources.

Faculty members are required to attend a New Faculty Orientation [NFO] prior to teaching. This is coordinated with the Director of Instruction. Other positions will be required to attend corporate based orientations [conducted at the Central Administrative Office in Visalia, California]. These orientations range from one day to a full week. Make sure that you know which positions require these orientations and the candidates are fully aware of the requirement for them to attend.

### Training / Orientation

You will also need to coordinate and schedule a training/orientation plan with all participants at the campus level and/or corporate level. It is important to ensure that each individual is prepared for his/her subject matter and that the training/orientation remains on schedule as much as possible. Allow for adequate time with each participant to ensure that the new employee does not feel rushed or that materials are being reviewed too quickly.

It is highly recommended that you develop a training schedule and/or outline that you can provide to all those who are required to participate in the training/orientation including the new employee. A copy of this training schedule/outline should be kept with the desk file and one retained in the personnel file.

You should also develop an outline of the expectations of projects, tasks, duties and responsibilities for the new employee to accomplish within his/her introductory period, so that you have goals and objectives to go by to measure the new hire's knowledge, progress and ability to do the job after he/she reaches the completion of his/her introductory period. A copy of this outline should also be kept in the desk file and a copy retained in the personnel file.

When you conduct the employee's completion of introductory period evaluation, you will develop on-going or additional goals and objectives to accomplish each annual evaluation period.

#### Continual Follow-Up and Evaluation

It is important to touch base with the new employee as often as possible to assure that he/she feels comfortable with his/her training and to answer any questions the new hire may have. Ask him/her where he/she feels a need for additional training and schedule it. Check on his/her progress on the goals and objectives you assigned to him/her at time of hire. If reasonable negotiation of timelines or deadlines for tasks/projects is required work them out with the employee and note it on the outline for the evaluation.

Touching bases with employees should be an on-going process throughout the employee's employment to assure that you are keeping up with the employee's work performance and accomplishments. Communication on a regular basis will make the evaluation process much easier.

An employee should never be surprised by a negative evaluation if you are properly communicating your expectations and following up on the employee's progress. Communication for the first time about not meeting expectations should not occur during the evaluation. The employee should be well aware of any deficiencies before the evaluation process. Appropriate disciplinary steps should be taken as incidents or poor work performance occurs.







## MANAGER'S GUIDE TO THE HIRING PROCESS