AIKEN TECHNICAL COLLEGE

SELECTION PROCESS MANUAL

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Outline of Selection Process Manual

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STEP A

Pre-Interview Planning

The process of identifying and hiring the "right" individuals is integral to ensuring the future success of Aiken Technical College. As the College grows in size and recognition, it is crucial that we, the management team, work together and follow the steps of the selection process to obtain the best candidate for the job.

To minimize our liability potential, to encourage a diverse workforce, and to encourage a large qualified applicant pool, we must consider uniformity, consistency, and equity issues during the administration of the interviewing process for classified, unclassified, and temporary grant positions. This document provides a descriptive outline of the interview process.

Training: The HR office will provide training on the selection process for the selection committee chairperson and the selection committee members. Training will consist of pre-interview planning, identifying candidates, and interviewing. Training should take place prior to the deadline date of the position.

Confidentiality: Throughout the entire selection process, confidentiality of all materials and conversations must be observed. Great care and caution should be taken by the HR Representative, selection committee chairperson, selection members, the Vice President/Executive level member or functional area manager, and the President when handling application packets. Conversations that take place before, during, and at the end of the interview should be confined to only those individuals who are included in the selection process.

Human Resource Director Role: The Human Resource Director along with the functional area manager and/or Vice President will review position vacancies. The following will be taken into consideration: job purpose; functions of the job; percentage of time spent with each function; supervisory responsibilities; the Technical College system minimum education and experience requirements; and the source of funds. If the Human Resource Director along with the functional area manager and/or Executive level member determines that the position vacancy requires significant changes, in relation to other positions and the emerging needs of the college, a new position description will be written and approved by the Executive level member and the Human Resources Director.

Position Advertising Request Form: The functional area manager must complete the position advertising request form. The form should include: the title of the vacant position, supervisor, department, advertising account number, payroll account number, advertising venues requested, job summary, job duties and responsibilities, minimum qualifications, and the committee chairperson selected for the hiring committee. Based on the advertising request form, the Human Resources Representative will develop the position opening notice. The position opening notice is a summary of the position description. The major functions of the job should be outlined in the notice. The notice should include, at the minimum, the following: Aiken Technical College logo; pay band (if classified), state classification title and internal job title; the job description; duties and responsibilities; minimum requirements; application instructions; deadline date; an EEO statement; and the State Position Number, Class Code and Slot.

Determining recruiting methods: Recruiting methods may consist of the following: internal posting and www.jobs.sc.gov (required); local and state newspapers; local and state colleges; national periodicals; local businesses and industry leaders; recruitment websites; and professional organizations. The Human Resources office will facilitate all job advertising for the College. Budget constraints may limit the extent and duration of advertising and recruiting methods. The functional area manager or committee chairperson will notify the Human Resources Office via the position advertising request of the advertising methods preferred.

Selection committee chairperson: The functional area manager and/or the Executive Level member appoints the selection committee chairperson. The chairperson should represent the division where the vacancy exists. The supervisor of the vacancy may be chosen to chair the selection committee.

The selection committee chairperson assists the HR Representative and the functional area manager to ensure a smooth selection process. The committee chair person as well as the Human Resources Representative will ensure all applicable AA/EEO policies are followed during the selection process.

Selection committee members: At minimum, the selection committee will include the vacancy supervisor, a representative from the functional area of the vacancy, and a representative from outside the functional area that would bring subject matter knowledge to the position. The HR representative is an ex-officio, non-voting member of the Selection Committee. When present, the functional area manager, when not serving as an official member of the Selection Committee, is an ex-officio, non-voting member.

The selection committee chairperson will recommend selection committee members to the functional area manager and/or the Executive Level member. When choosing the members, the chairperson should take into consideration the job responsibilities of the vacancy and positions with which the vacant position interacts. When establishing the selection committee, consideration should be given to diversity in regard to race, gender, age, and position held. The list of committee members must be approved by the Executive Level member and Human Resources.

Developing Questions: Once the selection committee members have been named, the chairperson will request suggested questions to be used for the interview. There are questions that selection committee members may not legally ask candidates. These include questions regarding race, religion, national origin, marital status, children, relatives, age, and birthplace of candidate or relatives, and labor union activities. Questions should be directly related or in some cases indirectly related to the duties and responsibilities of the position, core competencies of the position, the values and goals of the College, and the relationship of the vacant position to other positions.

When developing questions, consider three rules:

1. Ask only information that will serve as a basis for the hiring decision,

2. Know how the information will be used to make the decision and
3. Do not ask for information that will not or should not be used to make the hiring decision.

For Faculty position vacancies, there is a standard packet review form, a standard set of questions, interview rating form and teaching presentation report form; however, the committee chair may work with the committee to add questions and to add additional criteria to any of the forms.

Before interviews are scheduled, all questions and forms must be approved by the Human Resources Representative.

Teaching Demonstration: (Faculty Positions Only) Prior to scheduling interviews, the selection committee/committee chairperson should determine the topic for candidates to present on. The topic must be position related. When determining the topic, also determine the available tools that the candidate may or may not use, the length of the presentation, the location of the presentation, and the presentation time given to prepare for the presentation. Make sure the parameters of the presentation are consistent among all candidates.

STEP B

Identifying Candidates

The objective of the selection process is to find employees who are suitably qualified and who possess qualities that will further the mission and the goals of the college. The following three questions should be taken into consideration during Step B (Identifying candidates) and Step C (Interviewing) of the selection process:

1. Can the applicant perform the required responsibilities?
2. Will the applicant perform the required responsibilities?
3. Will the applicant's educational background add value to the mission and goals of the College now and in the future?

While reviewing applications/resumes and interviewing, the functional area manager, the HR Representative, the Executive Level member, and the Selection Committee should determine those who are suitably qualified and demonstrate the potential to work and contribute in the context of the College's mission.

Complete Applicant Packets: All individuals applying for a staff or faculty position must apply online at www.jobs.sc.gov. Applicants are required to submit copies of college transcripts for all degrees earned by the stated deadline date. Resumes and cover letters may be required as requested by the committee chairperson. All required documents submitted by the deadline date will be processed forward in the selection process. Packets missing required information are not forwarded to the selection committee and are kept electronically in the Human Resources recruiting database. The Human Resources Representative, in consultation with the functional area manager and/or the Executive Level member may determine the applicant pool is too small or does not contain diversity and request that the selection process be restarted at step A.

Screening Process: After the deadline date, the Human Resources Representative will review all complete packets for minimum education and experience criteria. The Human Resources Representative will also review all complete packets for preferred requirements. The Human Resources Representative, in consultation with the appropriate Executive level member, may determine the applicant pool is too small or does not contain diversity and request that the selection process be restarted at Step A.

Selection Committee: The committee chairperson receives those packets that meet the preferred requirements. Using the applicant rating form, the committee chairperson will begin reviewing and rating the packets.

Using predetermined criteria as listed on the Applicant Packet Review Form, the committee chairperson selects interviewees. Based upon rating totals, a list of interviewees (generally a minimum of five) is established. HR must approve exceptions. The Human Resources Representative, in consultation with the chairperson and/or the Executive level member may determine the applicant pool is too small or does not contain diversity and request that the selection process be restarted a Step A.

Step C

Interviewing

Scheduling: The Human Resources Representative will coordinate the schedules of the committee members and contact the applicant to schedule an interview. A minimum of three applicants will be contacted to schedule an interview; preferred number of interviews is five. For out-of-town applicants, a telephone interview may be conducted. However, if telephone interviews are to be used, all applicants (out-of-town and in-town) must be scheduled. Telephone interviews may warrant an on-site interview before the applicant(s) is/are recommended to the Executive Level member.

There are several items that should be told to the candidates when scheduling interview times. Those items include:

- The interview time and location,
- Report to the Human Resources Office prior to the interview to complete the background consent form
- Bring a writing assessment (for Faculty vacancies) with them
- Presentation topic and parameters (as applicable)
- Directions to the campus.

Human Resources Office Visit: Prior to the first interview, candidates must be directed to the Human Resources Office (Suite 126)/or designated area to complete a criminal background check consent form. A Human Resources Representative will escort the applicant to the interview location.

Writing Assessment: Candidates selected for an interview for Faculty positions will be required to bring to their interview a one page essay that includes that applicant’s philosophy of education and how it relates to Aiken Technical College’s mission, vision, values, goals, and student body. Content, format, grammar, spelling and punctuation will be considered in the evaluation of the writing assessment. The essay will be copied and the copy will be given to the selection committee for content review, while a blind copy will go to the English Department for grammar, spelling, and punctuation review. Originals will be kept in the Human Resource files.

First Interview – Selection Committee

The first interview is with the selection committee. The interview will contain the following components: welcome, candidate reviews the open position notice, committee members ask questions, candidate asks committee questions, presentation (if applicable), an explanation of the interviewing process, and thank you. On average, an interview should last at minimum 30-60 minutes.

Questions: The selection committee will ask the pre-determined questions to all candidates. There should be no deviance from the pre-determined questions.

Interview rating sheet: Each committee member will complete an interview rating form for each candidate immediately after each interview or after the completion of all interviews. The interview-rating sheet can be used to facilitate the decision-making process. It provides a systematic scoring system for interpreting and evaluating information obtained from candidates during the interview.

Faculty Presentation Rating Report: Each committee member will complete a Presentation Report for each candidate immediately after each presentation or after the completion of all interviews. The Presentation Report can be used to facilitate the decision-making process. It provides a systematic scoring system for interpreting and evaluating information obtained from candidates during the interview.

Decision-Making: After all the interviews have been conducted, the selection committee chairperson will open the floor for discussion on the interviewed candidates. The Committee Chairperson and/or the Human Resources Representative will combine scores from all of the committee members for each candidate and tabulate the totals for each candidate. The committee chair will rank the candidates in numerical order and lead a discussion on each candidate.

The selection committee will make a recommendation to the functional area manager and/or Executive Level member on a candidate or candidates to be interviewed for a second interview. Two candidates are recommended to the respective Executive Level member via a written rationale. The memorandum will provide a detailed rationale of why the committee recommended the selected candidates. The candidate(s) with the highest overall score(s) should be the candidate(s) forwarded for a second interview. If the position is a direct report to an Executive Level member, three names are forwarded to the Executive Level member. Faculty vacancies require three candidates to be recommended to the Vice President for second interviews. Applications and resumes for the candidates being forwarded must be included with the written rationale. Reference checks should be conducted prior to forwarding a recommendation to the Executive Level member. Faculty deans will observe all interviews and teaching presentations for vacancies in their respective area and submit a separate memorandum to the Vice President of Education and Training.

A copy of the recommendation memo must be sent to HR for documentation and to serve as approval to run background investigations.

Second Interview – Executive Level member

Once the written recommendation from the chairperson is received, the Human Resources Representative will schedule second interviews with the appropriate Executive Level member. The second interview will include questions concerning the candidate's qualifications and the requirements of the position.

For faculty positions, the second interview is with the Vice President of Education and Training.

For positions reporting directly to an Executive Level member, the Executive Level member shall forward one candidate to the President. For faculty positions, the Vice President of Education and Training will forward one candidate to the President. For other positions, the hiring decision will be made at the Executive Level.

Reference Checking: Reference checking is an important element in the selection process. It is a way to verify an applicant's past and current employment, educational history, and information that is provided during an interview. The Human Resources Representative and/or Committee Chairperson should conduct the reference checks on the candidates sent forward for second interviews.

At a minimum, two professional references should be obtained before providing a recommendation to the Executive Level member. The time of the reference check, the individual talked to, and essential points of conversation should be documented. The reference check documentation should be provided to the Human Resources Office.

Third Interview – President

The third and final interview (as applicable) is conducted by the President.

The third interview will include questions concerning the candidate's qualifications and the requirements of the position. At the conclusion of the third interview, the functional area manager and the HR director will be consulted to formulate a hiring decision. If a decision is made to hire, the HR Director will begin salary analysis. If the decision is made not to hire, the selection committee will be asked to provide additional candidates or the selection process will restart with step A.

STEP D

Salary Analysis

If the final interview is successful, the HR director will begin preparing a salary analysis. The analysis will be reviewed by the VP for Administrative Services for budget consideration, and approved by the President. Once in agreement, the HR director will extend an offer.

Offers are contingent upon State office's approval as necessary. When the candidate accepts, a written offer is mailed to the candidate for signature. The signed written offer is placed in the candidate's (employee) personnel file.

STEP E

New Employee Orientation

New Employee Orientation

Preparing for new employees should be a two-fold process shared by the Human Resources office and the supervisor.

The Human Resources role in a new employee orientation is to conduct a formal orientation program. The orientation program includes an overview of the College, benefit review, overview of appropriate policies and procedures, an explanation of the evaluation process, and payroll procedures.

The supervisor's role in a new employee orientation is critical. The supervisor should prepare co-workers for the new employee, introduce the new employee to co-workers, provide an overview of the job setting and work rules, conduct a campus tour, and within the first six weeks of employment, develop a planning stage document.