Office of Human Resources
Memorandum

To: ACC Supervisors

From: Gerry Tucker, Associate Vice President

Date: September 2, 2008

Re: Hiring Process for Non-Faculty Positions for FY09

As a result of a recent review of our processes and EEOC cases, I want to provide you with some insight into strategies to improve our employment process. While supervisors are responsible for ensuring an objective and equitable employment process, the next level administrator is responsible for ensuring that the selection process is "legally sufficient." Legally sufficient means that a reasonable person reviewing the same materials would reach the same conclusion and conclude that the process provided equal opportunity for all applicants to be fairly considered. To meet these objectives, the following is recommended:

Review of Applications
Please remember that applicants are waiting to be hired. The application review process should be completed as soon as possible. It should take no more than 2-3 months to complete the entire process.

The hiring committee chair (or committee) is expected to screen all applications that are received by the review date. It is expected that any applicant in the pool will be reviewed and considered. The applicants with the most related experience should be considered for an interview. It is not optional whether the applications are reviewed if they are submitted by the review date.

NEW
HR Employment will be changing the "review date" to a "closing date" so that applicants will not expect his or her application to be reviewed after the closing date. If on the closing date there are not adequate applications, HR Employment will contact you to discuss extending the closing date. This gives us a firm date after which applications will not be accepted.

Interviews
It is recommended that committees should interview a minimum of five (5) applicants for each position. If there are not a sufficient number of "qualified" candidates, the hiring chair should contact Erica Breedlove to discuss more advertising or targeted advertising. You must interview candidates based upon the posted requirements (education and experience); those with the most experience must be interviewed.

Hiring Committees are encouraged to review their applications within the first three days of receiving an application packet. Committee Chairs are to immediately return applications of those applicants that do not qualify or who are no longer being considered for employment.

Reference Checks
There must be two (2) reference checks from direct supervisors of the applicant. Please note the following:

- References from a relative of the applicant is not acceptable, even if that person was the supervisor.

- One reference must be from the last place of employment. If not from the supervisor, a reference should be from the next level supervisor and or HR Employment Office.

- If the applicant currently works for ACC, one reference can be from the current supervisor (if the employee is applying for a position in a different department).

- If the applicant is applying for a position in the same department in which they work, two references must be from outside the College/department.

- References may not be made by any member of the hiring committee.

- Personal references are not acceptable; References from colleagues and business partners may be used when supervisors are not available.

Evaluation Forms
Each committee member must complete and sign an interview evaluation form. The forms must support the candidate selected. If a committee, after discussion, makes a recommendation different than indicated by the evaluation form, the hiring committee chair should include a memo to HR Employment specifying the criteria that was used to make the final recommendation. As an example, sometimes a candidate may have excellent credentials on paper but not interview well. If the committee rates the applicant high on the evaluation but then decides that in relation to other candidates the applicant should not be recommended, this situation would necessitate a memo explaining this fact. The evaluation forms should not be changed.

NEW

Diversity Requirements
The college seeks to increase its efforts to achieve diversity. These applicants must also meet the posted requirements and be qualified applicants. To encourage diversity in areas where it is critical (particularly student service areas), supervisors are expected to review the job description to include specific diversity requirements such as:

- "must write and speak a foreign language fluently" or
- must "demonstrate an ability to fluently speak Spanish"
- demonstrated involvement in the minority community through documented community service, community partnerships, etc.

These criteria may be included in the posting if they are absolutely necessary to do the job; otherwise they can be "preferred" requirements.

Postings and Job Descriptions

Once a position is posted, the description cannot be changed. Under EEOC review this action will be viewed as changing the description to match the qualification of a desired applicant. Supervisors must review the requirements prior to posting and make any changes before the position is posted.

Please remember that Professional-Technical positions require a degree. The position is Prof-Tech because it requires a degree of knowledge (education) and skill (experience). A degree should not be waived.

Internal Postings

It is ACC's practice that all supervisory and managerial positions <u>must</u> be posted externally to ensure competitiveness.

ACC does not currently have a promotion policy. However, we are in the process of creating career (promotional) ladders for review by the administration. Positions may be posted internally if there are a large number of employees in the entry level position that would qualify to be considered. If the position is widely used in the College, it is preferable that it be posted internally <u>and</u> externally (such as an Admin. Asst. III). The appropriate AVP or VP must approve any internal postings and submit their recommendation to Human Resources for review.

Criminal History Background Checks

NEW

The administration has approved removing the statement regarding felony convictions from the application. It will be moved to the Criminal History Background Check Verification form and checked prior to hiring. HR recommended this change so that applicants with felony records could be viewed objectively in the hiring process.

If an applicant is recommended for hire and has a felony record, the supervisor will have the opportunity to review the record and make the hiring decision.

Testing

Under the Fair Labor Standards Act (FLSA) any employment testing must be validated. Thus, hiring committees should not ask for applicants to demonstrate (ie, make a presentation or show some skill) or be tested. If a position requires a great deal of writing you may ask the applicant to bring in writing samples, but you must also draft (in writing) the standards that will be used to evaluate the materials (punctuation, grammar, etc.). Then, all applicant submission must be evaluated on the same criteria. The review of the material must be documented.

NEW

If you desire to use any type of test or demonstration, please contact Erica Breedlove for a review of the requirement. Once approved, it must appear on the job posting.
In FY09 HR Employment will be implementing a testing program for computer skills.

New Positions

Supervisors have received notification about new positions that were approved for FY09. All new positions must go through the Budget process each year. Supervisors may now post the approved new positions.

Other Issues of Interest:
Payroll
There are a number of supervisors that have begun using the Supplemental Payroll as a regular payroll. It is our objective <u>not</u> to run a Supplemental Payroll. Therefore, supervisors will not be able to submit a request for a Supplemental Pay run more than <u>twice</u> a semester. If you miss approving time for non-faculty employees after being notified twice, you will have to explain to the employee that they will have to wait for their paycheck due to the supervisor's error. The Payroll staff emails and calls supervisors who are late. There is no reasonable excuse for missing eTime.

Hourly employees should be instructed on eTime and supervisors are expected to approve their time on schedule.

Hourly Conversions
During the budget process supervisors had the opportunity to recommend conversions of hourly employees with two years or more of service. These employees must meet the job requirements for the regular position. The conversion process has now been completed. Any future recommendations must be made in the next budget process for FY10.

Hourly employees may not work more than 900 hours per year.

As we implement the monthly payroll for non-faculty employees, we appreciate your assistance in resolving these on-going, time-consuming eTime issues.

For assistance, please contact the HR Staff:

Erica Breedlove	223-7015	ebreedlo@austincc.edu
Vicki West	223-7502	vwest@austincc.edu
Bobetta Burns	223-7571	bburns@austincc.edu
Chista Shirazi	223-7527	cshirazi@austincc.edu

To test your knowledge of this information, go to the Supervisor's Employment Information Quiz at http://www.austincc.edu/hr/employment/quiz/super_quiz .