



POLICY AND PROCEDURE

Title: Recruitment and Selection of Professional Staff
Policy No.: 5.15
Department: Human Resources
Contact: Vice President for Finance and Operations~~Business Affairs~~
Policy

In support of its mission, Great Basin College (GBC) shall recruit and select qualified, diverse, and responsible faculty members ~~of outstanding ability and nature~~ to serve both academic and administrative professional roles. ~~In this endeavor, a~~ As delegated by the Nevada System of Higher Education (NSHE) Code (Title 2, Chapter 5, Section 5.4.1), GBC shall use the recruitment and selection procedures provided in this policy to select and hire ~~the best available outstanding~~ candidates ~~to fulfill the duties of positions recruited for.~~

The President of the College is the sole appointing authority for the College (NSHE Code Title 2, Chapter 5, Section 3) and shall have final authority on all aspects of the recruitment and selection process. College recruitment and selection must conform to all requirements of NSHE Code as well as all other applicable ~~s~~State, ~~F~~federal, and local laws, and regulations. GBC shall conform to all Affirmative Action and Equal Employment Opportunity requirements in effect.

Procedures

1.1. Determination of Open Positions. At the beginning of each academic year, the President of the College shall approve the list of positions for which recruitment may be conducted during the year. This may be updated throughout the year as needed. Academic faculty positions shall be determined in concert with the Dean and the appropriate Vice President. The Dean will work with their departments to determine positions that will be needed, and work with the appropriate Vice President to make recommendations on the priority for specific positions within the disciplines. The Vice President for Finance and Operations (VPFO) ~~Business Affairs (VPBA)~~ will make recommendations on the number of positions that may be funded. Administrative faculty positions to be recruited will be determined in concert with recommendations from the Vice Presidents of the College. The Vice Presidents will take all final recommendations to the President for approval.

1.2. Position Announcements. For approved positions, position descriptions should be developed using the template provided by the Human Resources Department. These descriptions should offer an overview of the role, including the required qualifications and responsibilities. Whenever possible, the position announcement should be prepared in consultation with the department chair. It must include a closing date for applications and specify the salary range. The description should be crafted by employees most familiar with the role, with the option to seek input from knowledgeable individuals outside the college. All position announcements must be approved by the supervising Dean, Vice President, and Human Resources. Once finalized, the appropriate Vice President will submit the announcement to the VPFO for further action.

1.3. Position Advertising. ~~The scope and duration of position advertising will be determined when the announcement is created. Advertising should be as wide-reaching as reasonably possible and within budget constraints to attract a sufficient pool of qualified candidates. The scope and duration of position advertising shall be determined with the creation of the announcement. Advertising should be as broad as reasonable and affordable to create an adequate pool of qualified candidates for the position.~~

2.1. Committee Formation. The selection process is coordinated through the office of the appropriate Vice President or Dean supervising the function of the position. The Vice President or Dean shall consult with existing department employees and those members of departments potentially affected by the position to form an ad hoc Search Committee. Unless otherwise authorized by the President, search committees shall be composed of a minimum of five members. At least one member shall be a representative of the Personnel Committee ~~as designated by that committee~~. Non-voting ex officio committee members may be included in search committees; people not employed by the college must serve only in an ex officio capacity. Human Resources shall be informed of the membership of the committee.

2.2. Search Committee Member Roles.

1. Search Committee Chair. The Vice President or Dean responsible for the position shall assign the chair of the committee to one of its members. This will generally be a person in a leadership role for the function of the position, such as a department chair, but could be a person familiar with the function of the position. The Vice President or Dean may serve as chair if appropriate.

The committee chair shall have general responsibility for a timely, thorough, and fair search following all relevant procedures and legal requirements. This could include scheduling and leading meetings that will include such activities as developing a position announcement, identifying recruitment strategies, scheduling interviews, creating interview questions, making recommendations for selection among candidates, and others as required of the search. The chair also serves as a regular member of the committee.

2. Personnel Committee Representative. The person designated as the representative of the Personnel Committee is primarily charged with monitoring adherence to established policies, procedures, and legal requirements to assure a fair search process. This person is also a regular member of the committee in all regards in the recruitment and selection process. For searches that occur at times when members of the Personnel Committee are not available, ~~such as during the summer~~, an individual from Human Resources may be assigned to the Search Committee in this role.

2.0 Search Committee

3. Regular Membership. All regular members of the search committee shall have the same level of responsibility and contribution to the process. No one member's vote shall carry more weight than another. At least one member of the committee shall be from the department in which the position will be located ~~in~~.

4. Ex Officio Members. Members designated as ex officio may meet with the committee and contribute input and opinion during the process. However, they have no vote in determinations in any matter. Vice Presidents and Deans supervising the positions being recruited ~~for~~ are automatically ex officio members of the respective search committees or may be regular members or may elect not to participate.

2.3. Committee Confidentiality. Each member of a Search Committee shall complete the Human Resources "Search Committee Confidentiality" form before having access to any candidate materials or information. Confidentiality must be maintained throughout the entire process and after its completion. This includes any communication with people outside of the committee regarding any aspect of individuals having applied for the position being recruited, and any other activity that could compromise the integrity

of the search. Search Committee confidentiality is permanent; it shall be maintained throughout the formal searches and after searches are completed. Discussion between members of the Search Committee outside of a committee meeting should be avoided and never conducted in any manner that would be available to unauthorized individuals.

2.4. Committee Training. It is imperative that all search committee members comply with all matters of confidentiality and conformity to policies and legal requirements relating to the recruitment and selection process. To this end, at the first meeting of each search committee, the representative of the Personnel Committee serving on the Search Committee shall provide the relevant information to the full committee as specified by Human Resources. At the beginning of each academic year, Human Resources will provide training to the members of the Personnel Committee to assure they deliver all required and appropriate information required for searches. All members of the search committee must complete the implicit bias training prior to having access to candidate material.

3.1. Application Submissions. Candidates for professional positions must submit their application materials electronically through the NSHE recruiting software to Human Resources. Incomplete applications will be marked as "incomplete" and moved to the inactive candidate list. Applications that are complete will remain in the active candidate list under "review" status.~~Candidates for professional positions shall submit application materials electronically to Human Resources through the NSHE recruiting software. During the open recruitment, Human Resources will review for incomplete applications and notify candidates to submit required materials. A member of the Human Resources staff will review initial applications, that all required materials are present. Incomplete applications will be dispositioned as "incomplete application" and will be moved to the inactive candidate list. All complete applications will remain in the active candidate list at "review" status.~~ Candidates remaining in the "review" status must include:

1. Completed online application;
2. Letter of interest;
3. Resume/Curriculum vitae; and
4. Three contacts for references and/or three current letters of recommendation.

If the minimum qualifications for the position require a degree, certificate, or particular courses, unofficial transcripts should be presented prior to interview

3.2. Application Review and Rating. Remaining candidates shall initially have their qualifications evaluated relative to the minimum qualifications list. All candidates meeting minimum qualifications shall remain in the "active" candidate list at "review" status. This determination shall be made by the chair of the search committee, perhaps in consultation with other committee members and the Vice President and/or Dean. In the event few or no candidates meet the minimum qualifications, the search Vice President and/or Dean and Human Resources will be notified. In this situation, the recruitment period may be re-opened for continuing recruitment or other options. Candidates not meeting the minimum requirements will be notified through the NSHE recruiting software that they are no longer under consideration.

3.0 Application Acquisition and Review

Current "active" candidates, ~~except in special circumstances approved by Human Resources, is where~~ applications are reviewed and rated by search committee members. A rating spreadsheet will be provided to each search committee member. Ratings will be based on factual information provided in the applications and aligned with the position's requirements.~~Ratings shall be based on factual information available within the applications, and not on personal speculation about candidates. Ratings will be based on the requirements of the position.~~

The remaining candidates will be reviewed collectively during a Search Committee meeting. At this meeting, the committee chair will distribute the summary ratings. The committee will then discuss and evaluate the candidates' qualifications to identify those who are most qualified and suitable for an interview. Simply meeting the minimum qualifications does not guarantee a candidate's eligibility for further consideration.~~Remaining candidates shall be reviewed together at a meeting of the Search~~

~~Committee. The summary ratings at this level shall be distributed by the Search Committee chair at this meeting. The committee will review and deliberate the qualities of candidates to determine which are best qualified and acceptable for interviewing for the position. Meeting minimum qualifications does not in and of itself assure that a candidate is acceptable for further consideration for a position.~~

~~Selected candidates may be considered for interviews. As a general rule, the~~ The college may reimburse some travel expenses for up to three candidates based on current reimbursement guidelines. If there are more than three candidates ~~that the committee would like to interview, there may be~~ conduct a round of telephone or virtual interviews to reduce the number of potential candidates. All candidates considered ~~well-enough~~ qualified for live interviews shall be interviewed. If preliminary interviews are conducted, they should consist of not more than ~~5 to 7~~ questions. A and a rating rubric aligned to the based upon those questions and committee consensus shall be ~~should be~~ used ~~for further rating to determine finalists advancing that will move~~ to the next stage.

~~Those rated highest by the Search Committee will be offered the first opportunity to accept an interview invitation. If the top candidates decline, alternates may be selected to fill the interview slots. Candidates the committee considers acceptable for live interviews, may be more than the actual number to be interviewed. The candidates rated highest by the Search Committee at this point shall be given the first opportunity to accept invitations for interview. Alternate candidates may be identified should the highest rated candidates not accept interviews.~~

The final pool of candidates shall be interviewed on campus. In exceptional circumstances, other arrangements may be required. Exceptions will be approved by the appropriate Vice President and in consultation with the VPFO-VPBA. Interview settings for each finalist must be the same, ~~for example, no mixing of phone and face to face interviews.~~

4.1. Contacting Candidates and Scheduling Interviews. Upon selecting either the preliminary or finalist ~~pool~~ of candidates to interview, the search chair shall coordinate with the appropriate Dean or Vice President and associated assistant to make interview arrangements. Generally, the assistants are responsible for coordinating staff and candidate schedules for travel, interviews, and facilities arrangements. Interview schedules typically include meeting with the appropriate Dean or Vice President, a campus tour, the formal interview with the Search Committee, and for Academic candidates a teaching or skills demonstration. The President may also wish to meet with candidates. It is critical for the search chair to work closely with the assistant in making arrangements. Preliminary interviews generally only require arrangements of time, Search Committee location, and contact information.

If a teaching or other type of demonstration is applicable, the time and location should be announced so that other members of the GBC community may participate. It is encouraged that an evaluation of the demonstration by the audience be utilized, ~~and~~ if used, must be the same for every candidate for the position. Teaching or demonstration topics must be of a similar nature for each candidate within a search.

In-person interviews may involve interactions in a social setting. ~~Due to ongoing budget constraints a~~ All requests for GBC to provide lunch, dinner, or other engagement arranged by the search chair and the assigned assistant must be pre-approved by the VPFO-VPBA. This gathering may include only the candidate (and ~~partners~~ spouse if present), all or select Search Committee members, and appropriate Vice Presidents or Deans. Arrangements must be similar for all candidates for a position.

4.0 Candidate Interviews

4.2. Interviewing Candidates. The Search Committee shall conduct interviews of candidates before final selection recommendations. Interviews of the finalist candidates shall be conducted in-person unless otherwise authorized by Human Resources and/or the President. In some cases, it may be deemed appropriate by the Search Committee to have preliminary interviews of candidates.

For all interviews, interview questions must be developed by the Search Committee and provided to the appropriate Dean or VP to review and approved at least three business days in advance by Human Resources. Questions must relate to professional qualifications including, but not limited to, knowledge, experience, performance, competence, philosophy, and suitability to the position. Before interviewing each candidate, the Affirmative Action statement must be read to the candidate and committee by a selected member of the Search Committee. All questions must be asked of all candidates and in the same order, preferably by the same person. The full committee should be in attendance for each interview. Those who cannot attend all interviews must abstain from any vote for candidates advancing in a pool.

1. **Preliminary Interviews.** It may be deemed appropriate by the Search Committee to have preliminary interviews of several candidates to assist in deciding the finalist interview pool. This is not a required step. These interviews are typically of shorter duration and with fewer and different questions than finalist interviews. They are typically carried out virtually-at-distance, either by telephone or other electronic communication method. Interview communication must be the same for each candidate. ~~For example, there shall be no mixing of telephone and other types of electronic communication in interviews for the same position.~~ No more than 7 questions are appropriate for preliminary interviews.

Finalists for in-person interviews may be chosen from the preliminary interviews based on their qualifications outlined in their applications and their responses to the interview questions. Ratings will be assigned using a rubric created from the questions asked during the interview. ~~From the preliminary interviews, finalists may be selected for in-person interviews based on their qualifications as stated in their applications and answers to the preliminary interview questions. Ratings will be determined by a rubric developed by the questions posed to the candidate.~~

2. **Finalist Interviews.** The finalist pool of candidates shall be interviewed in-person on a GBC campus. In exceptional circumstances other arrangements may be used. Exceptions will be approved by the appropriate Vice President and in consultation with the VPFO-VPBA. The finalist pool will typically have the top three candidates as determined by deliberation of the Search Committee. More than three candidates may be interviewed with approval of the VPFO-VPBA. The committee may interview fewer-less than three candidates if fewer ~~if fewer-less~~ less than three are deemed acceptable for interview or if fewer less than three candidates accept an offer for interview. _

Interview settings for each finalist must be in the same format. ~~There may be no mixing of phone and in-person interviews.~~ Finalist interviews shall always consist of at least an in-person interview with the Search Committee and a personal meeting with the position supervisor – usually Vice President or Dean – to discuss salary, benefits, conditions of the position, and the general setting and attributes of the College. Finalist interviews may also include a teaching demonstration or other demonstration of professional abilities and a meeting with the President. Other components of the interview may be included so long as they relate to determining the professional ability and appropriateness of the person(s) being interviewed and that all interviewees for the same position are given the same requirements.

4.3. Reference Checks. There must be an attempt to contact candidate references by telephone for at least the top-rated candidate(s) for any position before an offer of employment is made. The reference calls shall be made by representatives of the committee. Reference questions must be approved in advance by Human Resources and are generally no more than may be asked in about 10 minutes. The responses to reference calls shall be shared with the Search Committee.

Soon upon completion of all interviews, the Search Committee Chair shall convene a meeting of the full committee to deliberate the qualifications, ~~strengths, and weaknesses~~ of the candidates interviewed. ~~The perceived fit of the candidates into the college community may be a consideration.~~ The selected ~~acceptability of candidates and the rating of those deemed acceptable~~ will be determined by the consensus of the committee. Ex officio committee members or members who could not attend all interviews may participate in deliberations but may not have any vote or say in the final consensus. The committee chair shall then meet with the appropriate Vice President or Dean to discuss the recommendations, ~~and then write a memorandum of recommendation representing the consensus of the Committee. The memo shall be addressed to the Vice President overseeing the position. The memo should be properly formatted on GBC letterhead and sent as an email attachment or as a paper document. In addition to standard memo-formatting information, the memo shall and~~ include the following information:

1. The names of the candidates interviewed
2. Which candidates, if any, are recommended as acceptable for the position
3. ~~The rating of the acceptable candidates based on their individual strengths and weaknesses.~~

4. A brief summary of key qualities and areas for improvement based on the job requirements that led to the recommendations.

The approval of recommendation by the Vice President shall be forwarded to the President. Final approval of a recommendation to offer a position to a candidate is at the sole discretion of the President, based on the information and recommendations received. The ~~VPFO~~~~VPBA~~ will determine the initial placement salary to be offered based upon education and relevant experience using the documented process and criteria.

The Vice President, Dean, or other person supervising the position shall contact the approved candidate to offer the position with salary and other relevant information. ~~If the approved candidate does not accept the position, the process will continue down the ratings until reaching the end of the list of acceptable candidates. If the selected candidate declines the offer, the process will proceed through the ranked candidates until the list of acceptable candidates is exhausted.~~ Soon after a candidate has verbally accepted an offer of a position, a professional new hire contract agreement worksheet will be completed by the VPFO ~~Resources~~ and forwarded to the Human Resources. Human Resources will generate an official offer letter to the candidate through the NSHE recruiting software. The same individual making position offers to candidates shall also be responsible for contacting the in-person candidates for whom an offer will not be made.

If no acceptable candidates accept the offer of the position, the search shall be declared finished. The options of reevaluating the need for the position or re-advertising for the position shall be deliberated as if the search is beginning anew.

Once an offer has been accepted by a candidate, or if no suitable candidate has been placed in the position, the search is closed. Search Committee members must destroy all candidate materials. Confidentiality is maintained after a search closes. The Human Resources department will work with the Search Committee chair and appropriate Dean or Vice President to ensure that all paperwork related to the search is completed. Those not contacted for an interview will be notified through the NSHE Recruiting software to inform them that they are not being considered for the position.

Approved by Leadership Council: January 27, 2015, October 7, 2021

Approved by Faculty Senate: January 16, 2015

Revised: August 2021

Contact the assistant to the President for any questions, changes, or additions.

Preliminary Interview Rating

Search Number & Position Title:

Rating scale	1 - Poor	2 - Fair	3 - Neutral	4 - Good	5 - Excellent
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[illegible]

Search Number and Position Title:

Review and rate candidates based on the qualifications ~~qualificatons~~ in the position announcement. The position qualifications are located in the details tab of the recruitment in Workday.

5 - Excellent: exceeds all qualifications **4 - Very good:** meets all qualifications **3 - Adequate:** meets required qualifications
2 - Marginal: lacking some required qualifications **1 - Poor:** does not meet required qualifications

[illegible]

Final Interview Rating

Search Number & Position Title: _____

Rating scale	1-Poor	2-Fair	3-Neutral	4-Good	5-Excellent
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