

## NEW STAFF RECRUITING THE PEOPLE CENTER

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### POLICY STATEMENT

All new and vacant full and part-time regular (non-temporary) staff positions (excluding interim positions) are to be made available to Champlain College current staff to apply for, unless an internal candidate has been identified for the position. For this reason, new and vacant full- and part-time regular (non-temporary) staff positions are to be posted on Champlain College's People Center website for a minimum of five business days before an offer to an external candidate may be made.

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### SECTION I PURPOSE OF THE POLICY

Provide guidelines regarding when and how new staff recruiting and hiring is conducted. In addition, the procedure is intended to support Champlain College's commitment to provide equal employment opportunities for all persons regardless race, creed, color, national origin, place of birth, ancestry, religion, age, sexual orientation, sex, gender identity, veteran or military service status, HIV-positive status, qualified disability or any other characteristic to the extent protected, and as defined by, applicable law.

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### SECTION II ELIGIBILITY PROVISION

This procedure applies to staff and other parties involved with recruiting and hiring for staff positions at Champlain College.

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### SECTION III DEFINITIONS AND ROLE RESPONSIBILITIES

Applicant: An individual who applies (either solicited or unsolicited) for a staff position for which Champlain College is recruiting.

Hiring Authority/Manager: The individual who is responsible for ensuring that the search is conducted according to established procedures and makes the hiring decisions.

Responsibilities of Hiring Authority include:

- a. Ensures proper record keeping.
- b. Obtains required approvals
- c. Works with the People Center to develop and implement a recruiting strategy if applicable



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- d. Consistently and fairly evaluates all applicants.
- e. Shares responsibility to attract diverse pool and ensures fair and equitable treatment of all applications.
- f. Maintains all confidentiality of the candidates and the process.

In cases of staff recruitment, this person is usually the Supervisor, Manager, Director or Vice President to whom the position reports. For Director and Vice President level positions, this person may be the President. For Presidential searches, the Hiring Authority is the Board of Trustees.

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### SECTION IV           PROCEDURE

4.1 An approved Job Posting Requisition Form (accessed through Interview Exchange at ([www.interviewexchange.com](http://www.interviewexchange.com), a password is needed), authorizes The People Center to begin the recruitment process and provides information needed to conduct an effective search. The Job Posting Requisition Form is completed and approved electronically by the Hiring Authority and forwarded to the next-level approvers for electronic approval. A job description for the purpose of advertising the position should be included in the requisition or provided as an attachment. A staff job description is to include areas of specialization desired, minimum and preferred qualifications, including education, number of years in the industry, and other job-related qualifications.

4.2 The requisition should also state the application deadline; typically 15 - 30 calendar days after the position is posted. In all instances the application deadline must be at least seven calendar days after the latest publication date.

4.3 A list of publications, job boards, list serves and other potential recruiting sources should be included in the Job Posting Requisition, but is not required. A recruiting strategy will be developed by the Hiring Authority in partnership with The People Center.

4.4 Typically salary ranges are not specified in job postings or advertisements unless the objective is to limit the recruitment pool to candidates who are likely to accept the position, given the material salary constraints in relation to expected market value. However, the budgeted salary amount must be on the Job Posting Requisition (this field does not get posted).

4.5 The requisition is then forwarded to the Treasurer for verification that the position is in the budget. Once approved by the Treasurer, the form is forwarded to the President for review and approval.

After the President has electronically approved the requisition, it is forwarded to the Employment Manager in the People Center for final review then sent to the Sr. Recruiter for posting.

4.6 A Budget Adjustment Form must accompany the Job Posting Requisition Form if the position to be filled was not included in the approved budget. The form may be attached to the



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online system.

4.7 Once the Job Requisition is approved, The People Center will post the position in the applicant tracking system called Interview Exchange and will inform the College staff and faculty that the position has been posted.

4.8 The People Center will work with the Hiring Authority to develop a recruiting strategy to determine where the position should be advertised and will post positions accordingly. Hiring Authorities are encouraged to include specific outreach strategies in their recruitment plan, as appropriate. The Hiring Authority may develop short-version position advertisements for print ads and web postings which charge by word, if applicable. The People Center will add Champlain College's diversity statement and application instructions to the position advertisements/postings.

## 4.9 Committees

4.9.1 Staff positions: For any staff position, the Hiring Authority, Director, or Vice President may want to establish a search committee, however it is not mandatory. The committee should be no more than 7 members.

4.9.2 President and Officers of the College: The selection of the President is the responsibility of the Board of Trustees and Officers of the College. Officers of the College must also be approved by the Board of Trustees.

4.10 Hiring Authorities are to be provided a copy of the People Center Procedure 209 and informed by The People Center that any information or records contained in employment application files ( letters of interest, resume or curriculum vitae, application, publications, work samples, etc.) submitted for consideration of employment within Champlain College will be treated as confidential. Such documents can only be released pursuant to the written authorization of the applicant or a court order. In addition, Hiring Authorities and those assisting them in recruiting must refrain from making any public comments pertaining to individual candidates or deliberations of the team without prior authorization from the appropriate Vice President. Committee members will be required to sign a Search Committee Confidentiality Agreement prior to reviewing applicants' materials.

4.11 The Hiring Authority (and the committee) will create a written list of selection criteria and will differentiate between required qualifications and preferred qualifications.

4.12 Once the selection criteria has been reviewed and approved by the Vice President or Provost and sent to The People Center, the Hiring Authority (and committee) will be provided access to the resumes of all applicants. The Hiring Authority (and committee members) will review each applicant's materials against the requirements listed in the job description and the list of selection criteria to determine their preferred candidates.

4.13 Hiring Authorities (and committee members, if applicable) will review all applications and document, in writing, the extent to which each of the applicants meets the pre-established criteria. (The committee members should reach consensus on all applicants to be considered further. Formal voting by team members may work against consensus-building and is, therefore, discouraged). The documentation of this initial selection is provided to The People



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Center for review and filing. It is essential to be consistent in applying the criteria against the applications. Do not make an exception for one candidate and not another. A list of candidates who are deemed not qualified based on this initial review, is provided to The People Center by the Hiring Authority. The People Center will inform these candidates in writing (e-mail or letter) that they are no longer being considered for the position. Internal candidates who do not meet the criteria established by the Hiring Authority and therefore will not be considered for further review, are to be informed of this decision by the Hiring Authority or the Vice President/Provost.

- The evaluation criteria must be based on the job description and job responsibilities.
- The evaluation criteria must be written and available to committee members.
- The evaluation criteria should include ways to evaluate:
  - Education and training;
  - Awards and/or honors that demonstrate potential to go above and beyond;
  - Professional experience related to the position.

4.14 The Hiring Authority (and committee) determines pre-screening questions to be asked of candidates who are considered qualified for the position based on the review against the selection criteria. It is recommended that a standard set of questions be asked of each candidate as well as questions specific to each candidate's experience and qualifications. Either the Hiring Authority or The People Center will conduct the pre-screening interview by phone with each of the selected candidates (no more than 5-6 candidates). Consolidated documentation of the questions and responses must be uploaded into the Interview Exchange system.

4.15. If the hiring team conducts the phone interview, The People Center will follow up with an additional conversation regarding salary requirements and expectations (this can be done by the Hiring Authority). Only the Hiring Authority will know the results of the salary conversations. Committee members will only know that the candidates meet or do not meet the budgeted salary restrictions.

The link below addresses some legal versus illegal questions. If you have any questions or concerns, please contact The People Center Office.

- [Sample Illegal Questions](#)

4.16 The Hiring Authority will develop a list of interviewers. Members of the committee, the Director, and the Vice President and the President (when appropriate), are to be included on the list of interviewers. In addition, other individuals acting as resources for the candidates may be included in the interview schedule.

4.17 The Hiring Authority is responsible for scheduling the interviews with the candidate(s).

4.18 The Hiring Authority is responsible for establishing an interview schedule for each candidate, a copy of which is to be provided to the candidate to be included with information on the College and the department.



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4.19 The Hiring Authority and support staff member will work with each of the out-of-town candidates to make travel arrangements, book hotels and to provide information about the College and the Burlington area. Information regarding the Burlington area can be obtained from The People Center office. A letter outlining allowable expenses is also provided to the candidate. Receipts for candidate travel expenses are to be forwarded to The People Center for processing and reimbursement to the candidate. Generally, up to two nights of hotel stay is covered by the College. The People Center has a list of direct-billing hotels in the area.

4.20 The People Center will reimburse the Hiring Authority for reasonable and customary meal expenses related to interviewing candidates. The People Center can provide a list of restaurants that will direct bill Champlain College. Reimbursements for meals will be capped at expenses for up to five individuals (excluding the candidate) per candidate interviewed. Although it is important to select restaurants which will help leave a favorable impression on the candidate regarding the area and the College, search committees should also be mindful of containing costs when selecting restaurants. It is preferable that lunches be on-campus.

4.21 After the interviews the Hiring Authority will write a summary evaluation for each of the candidates brought to campus, the Hiring Authority will solicit feedback from employees who interacted with the candidate.

4.22 The Hiring Authority (or The People Center) will conduct reference checks on the candidate(s) who are recommended as finalists. Reference checks should enquire into areas which may be of concern or answer questions which were not adequately addressed during the interview process. Verification of candidates' credentials, such as degrees, jobs, titles, awards, etc should be checked. References should be contacted only after the candidate has confirmed the College may contact their references. All candidates will be notified by the Hiring Authority or The People Center that they are a finalist and that the College is contacting references. Let the candidate know if you are going "off the list." Typically, this will not be an issue with a candidate, however, if the candidate says not to contact off-list references, we will respect that concern and make a note for the person's candidacy.

4.23 A meeting with the Hiring Authority and the Director or Vice President is then held in order to review and discuss the finalists. The Hiring Authority and the Director or Vice President may determine that the finalists and other candidates do not meet their expectations or requirements and decide to conduct or postpone a new search.

An Employment Status Requisition form available via Interview Exchange must be filled out for the candidate to whom an offer will be made, with proposed salary information. Once the electronic approvals (The People Center, Vice President, Budget Director, President) have been completed, either The People Center or the Hiring Authority will contact the candidate to make the verbal offer. No offer is to be extended without prior discussion and consultation with The People Center.

4.24 The Hiring Authority will contact their first choice candidate to discuss the position and extend the verbal offer to that candidate. The Hiring Authority may contact the second choice candidate to extend an offer, if the first choice candidate declines the offer and so on. All verbal offers must include (after the person accepts verbally): "Employment at Champlain College is contingent on passing a criminal background check. The People Center will be in touch with you soon."



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4.25 Once a candidate is selected and accepts a verbal offer, The People Center will work with the Vice President to create and send a written offer.

4.26 After the search is complete, it is recommended that Hiring Authority (and committee members) discuss and review what worked, what did not work, and make recommendations to The People Center on policy and procedure improvements.

4.27 The Hiring Authority will contact candidates who were interviewed but not selected for hire, as well as any internal applicants not selected. The People Center will contact all those not selected for interviews. Notify the People Center via email once these contacts are complete.

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### SECTION V      POLICY ADHERENCE

The Vice President, People and Technology is the responsible official for this policy. Any exceptions to this policy must be approved by the Vice President, People and Technology.

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### SECTION VI      CONTACT

Questions related to the interpretation of this procedure should be directed to Sr. Recruiter in the People Center.

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*The above is a summary only. Always refer to the applicable plan documents, policies or guides before making final decisions. The People Center policies and procedures are updated on an as-needed basis. As such, the College reserves the right to alter, amend or suspend the terms of this policy at its sole discretion; please refer to the policies posted on The People Center website for the most current version. This policy does not constitute an employment contract.*

