



**Northwest Florida State College**

**Employment**

**Process**

## **THE SEARCH PROCESS**

Among the most important decisions made within NWF State College are employment decisions. The College is a “people-intensive” organization. Based on recent estimates, 72% of the institution’s annual budget is absorbed by personnel costs. People are our greatest resource.

Our challenge is to select the best possible person for NWF State College and comply with standards of fairness, objectivity and equal opportunity. The College has adopted policies and procedures which address the pertinent requirements of federal and state laws, and State Board of Education rules and regulations. Compliance with policy and procedures is essential. The employment of personnel at NWF State College is governed by the NWF State College Board Policy # HR 1.00.

Our goals include:

- Attract and hire qualified employees.
- Attract and hire a diverse workforce.
- Accomplish recruitment on a timely basis.
- Accomplish recruitment that is cost effective.

## **EQUAL ACCESS/EQUAL EMPLOYMENT OPPORTUNITY AND LEGAL COMPLIANCE**

Northwest Florida State College is dedicated to the concepts of equity and equal opportunity. It is the specific intention of the college not to discriminate on the basis of age, color, ethnicity, disability, marital status, national origin, race, pregnancy, religion, genetic information, or gender, in its employment practices or in the admission and treatment of students in its programs or activities. The NWF State College Equity Coordinator may be contacted through Human Resources, Niceville Campus, at 729-5365. Copies of the Equity Plan are available in Human Resources.

Title IX of the Education Amendments of 1972 (20 U.S.C. ss1681) is an all-encompassing federal law that prohibits discrimination based on the sex of students, employees, and third parties when appropriate, of educational institutions which receive federal financial assistance. Sexual harassment of students, which includes acts of sexual violence, is a form of sex discrimination prohibited by Title IX. Northwest Florida State College complies with all aspects of this and other federal and state laws regarding non-discrimination.

The following summary of non-discrimination laws is intended to be a general guideline for lawful hiring decisions. It is not intended to be an exhaustive guide to all the intricacies of employment law, many of which are complex and may require detailed analysis. If any issues arise in the recruitment and selection process, the hiring supervisor/administrator and/or committee chair should immediately contact Human Resources for guidance on the issue.

The laws that oversee the hiring process are listed below:

<b>FEDERAL LAWS</b>
Title VII of the Civil Rights Act of 1964
Age Discrimination in Employment Act of 1967 (ADEA)
Americans with Disabilities Act of 1990
Title I of the ADA
The Civil Rights Act of 1991
Equal Pay Act (EPA)

  

<b>FLORIDA LAWS</b>
Marital Status
Veterans' Preference
Florida Educational Equity Act
Pregnancy

## **EMPLOYMENT PROCESS**

NWF State College follows a process in filling position vacancies. Each committee member is advised of, and is responsible for, following the proper procedures within this process.

The committee chair will meet with the search committee to outline expectations and give the members a “vision” of the position he/she is attempting to fill, including the skills, talents and experience desired of the successful candidate.

The committee chair sets the tone and pace of the committee’s work, serves as the spokesperson for the committee on campus and with candidates, and delivers the recommendations to the appropriate Dean/Vice President. The chairperson should possess: good communication and conflict resolutions skills; the ability to motivate and keep a group on track; and the ability to act as the institutional advocate. The chair leads committee meetings and interviews and also ensures effective, open communication among committee members. The chair, or Equity Representative, consults with Human Resources when questions or concerns arise.

Committee members play an important role in interviewing and recommending candidates to supervisors and/or administrators for final selection. They attend all meetings and interviews, ensure fair and equal treatment for every applicant, and recommend candidates who best meet the needs of the position and the College.

## **TO FILL A VACANCY, THE FOLLOWING PROCEDURES SHALL APPLY**

### **Faculty Search Process**

1. The Vice President of Academic Affairs, in consultation with the President, the Director of Human Resources, and the appropriate Dean/department chair, appoints a search committee and committee chair.
2. The chair calls an initial meeting of the committee members, along with the Human Resources Director/Equity Coordinator. This is a meeting during which the chair issues a charge to the committee, provides guidance, and answers questions. The Human Resources Director/Equity Coordinator can then conduct a short training session and answer any questions the committee members may have about the process. When arranging the initial meeting, the chair should ask for members to bring their calendars to avoid scheduling delays.
3. The Search Committee develops the following items and insures all applicants meet the minimum qualifications established by NWF State College and the Southern Association of Colleges and Schools:
  - Timetable for screening and interviewing
  - Screening tool
  - Interview questions
  - Parameters for teaching presentations
  - Uniform rating tool
4. Human Resources will complete the initial screening of applications for minimum qualifications.
5. The Search Committee reviews the applicant's written application, letter of experience, educational philosophy, and other submitted materials, and recommends a list of applicants to interview to the Vice President of Academic Affairs and the Equity Coordinator.
6. Once the list of interviews has been approved, the committee will submit a schedule with specific times/dates for the interviews to Human Resources, who will then schedule the interviews.
7. The Search Committee conducts interviews. The required presentations shall demonstrate the applicant's oral communication proficiency.
8. The President and/or Vice President of Academic Affairs **may** request to interview all candidates interviewed by the Search Committee.
9. The Search Committee submits a list of recommendations for hiring to the Vice President of Academic Affairs and the President. (Recommendations should be unranked and should include only those individuals the Search Committee would be willing to hire.)
10. References are checked by committee or Human Resources prior to job offer.
11. Final selections are made by the President and Vice President of Academic Affairs.

Once approved, the hiring supervisor and/or chair calls the finalist and makes an offer. Once the finalist accepts, the hiring supervisor and/or chair personally calls the interviewees to inform them that they were not selected. This adds a personal touch to the selection process. Human Resources notifies all other applicants in writing that the position has been filled. All recommendations for employment are approved by the Board of Trustees.

## **TO FILL A VACANCY, THE FOLLOWING PROCEDURES SHALL APPLY**

### **Professional and Administrative Search Process**

1. The appropriate dean/vice president and the Director of Human Resources, appoints a search committee and committee chair.
2. The chair calls an initial meeting of the committee members, along with the Human Resources Director/Equity Coordinator. This is a meeting during which the chair issues a charge to the committee, provides guidance, and answers questions. The Human Resources Director/Equity Coordinator can then conduct a short training session and answer any questions the committee members may have about the process. When arranging the initial meeting, the chair should ask for members to bring their calendars to avoid scheduling delays.
3. The Search Committee develops the following items:
  - Timetables for screening and interviewing
  - Screening tool
  - Interview questions
  - Parameters for teaching presentations
  - Uniform rating tool
4. Human Resources completes the initial screening of applications for minimum qualifications.
5. The Search Committee reviews the applicant's written application and other submitted materials, and recommends a list of applicants for interviews to the appropriate Dean/Vice President, and the Equity Coordinator.
6. Once the list of interviews has been approved, the committee will submit a schedule with specific times/dates for the interviews to Human Resources to arrange the interviews.
7. The Search Committee conducts interviews. Required presentations shall demonstrate the applicant's oral communication proficiency, if applicable.
8. The President and/or Vice President of Academic Affairs **may** request to interview all candidates interviewed by the Search Committee.
9. The Search Committee submits a list of recommendations for hiring to the appropriate dean/vice president. (Recommendations should be unranked and should include only those individuals the Search Committee would be willing to hire.)
10. References are checked by the committee and/or Human Resources prior to job offer.
11. Final selections are made by the appropriate Dean/Vice President and approved by the President.

Once approved, the hiring supervisor and/or chair calls the finalist and makes an offer. Once the finalist accepts, the hiring supervisor and/or chair personally calls the interviewees to inform them that they were not selected. This adds a personal touch to the selection process. Human Resources notifies all other applicants in writing that the position has been filled. All recommendations for employment are approved by the Board of Trustees.

## **TO FILL A VACANCY, THE FOLLOWING PROCEDURES SHALL APPLY**

### **Career Service Search Process**

1. Once the position is approved to be filled, the appropriate Dean/Vice President, and the Director of Human Resources, appoints a search committee and committee chair if appropriate.
2. The college will advertise internally for one week to determine if any full-time qualified applicants can be selected. If no selection is made, the position will be advertised externally for 10 days. Selected positions may be advertised internally and externally simultaneously, upon administrative approval.
3. The chair calls an initial meeting of the committee members, along with the Human Resources Director/Equity Coordinator. This is a meeting during which the chair issues a charge to the committee, provides guidance, and answers questions. The Human Resources Director/Equity Coordinator can then conduct a short training session and answer any questions the committee members may have about the process. When arranging the initial meeting, the chair should ask for members to bring their calendars to avoid scheduling delays.
4. Human Resources shall review all applications and forward only those applications that meet minimum advertised qualifications to the designated hiring supervisor.
5. The hiring supervisor will:
  - a. Develop a screening tool to review applications and determine which applicants are to be interviewed.
  - b. Develop questions for interviewing and send to Human Resources.
6. The applications will be reviewed and the committee will select candidates who best qualify with preferable job skills and/or experience for interviews.
  - The hiring supervisor will submit a timetable/schedule with dates and times to Human Resources to help schedule the interviews.
  - The committee conducts interviews.
  - References are checked by the committee and/or Human Resources prior to job offer.
  - With the approval of Human Resources, recommendations for hiring shall be forwarded to the appropriate Dean/Vice President and the President for approval.

Once approved, the hiring supervisor/chair calls the finalist and makes an offer. Once the finalist accepts, the hiring supervisor and/or chair personally calls the interviewees to inform them that they were not selected. This adds a personal touch to the selection process. Human Resources notifies all other applicants in writing that the position has been filled. All recommendations for employment are approved by the Board of Trustees.

### **INTERVIEWS**

The objective of the interview process is to find the person who best fits the job. After all of the interviews are complete, each search committee member should review all of the final candidates and provide advice to the committee chair regarding his/her opinion of the strengths and weaknesses of each candidate.

*NOTE:* At no time should any candidate be advised that they are the “top candidate” or that they are “being recommended for the position.”

## Interviewing

The following is a **suggested** procedure for conducting an interview.

1. The committee chairperson should introduce him/herself, and the committee, and thank the person for coming.
2. Ask the candidate if they care for something to drink, but be prepared if they say yes!  
(water/soft drinks are provided in the President's office)
3. The chair should summarize what will take place in the interview, including a reference to the job opening and provide an overview of the job.
4. If you intend to take notes during the interview, state that you will be doing so and invite the individual to do the same.
5. Start the interview by allowing the candidate the opportunity of providing information on why they think they are the best-suited candidate for the position. What strengths will they bring to the College?
6. Ask both general and specific questions about the candidate's qualifications, skills, abilities and previous job experience. These questions should be open-ended to allow more discussion and self-disclosure. The most important questions will be those relating directly to the responsibilities and competencies of the job opening. You should prepare a list of questions to be asked prior to conducting the interview. It's acceptable to give the candidate a copy of the questions during the interview.
7. Listen carefully to the candidate's responses and demonstrate that you have listened.
8. Give the committee the opportunity to ask any other questions or follow-up questions.
9. Invite any additional questions from the candidate about the job requirements or the organization. Verify the person's interest.
10. Ask if there is anything else the candidate would like to add.
11. Explain the next step in the process (further interviews, when the candidate can expect to hear from you), but do not indicate acceptance or rejection at this time.
12. Thank the candidate for cooperating, and end the interview with a handshake.

*The following tips are provided to help you throughout the interview process:*

All committee members need constant reminders about bias and the dangers of stereotyping. Group interviews followed by discussion can be a plus here--groups tend to self-correct the biases of individual members.

Every interview group needs a facilitator to keep things on track (normally is the chairperson). During group questioning, if the candidate isn't doing 75-80% of the talking, something is wrong that the facilitator needs to right. The first skill of all interviewers is to listen.

## Interviewing Do's and Don'ts:

<b>DO</b>	<b>DON'T</b>
Prepare for the interview by carefully examining the job description and the applicant's resume and/or application.	Make your initial review of the candidate's application/resume when she/he is sitting in front of you.
Familiarize yourself with EEO, non-discriminatory selection practices. Resist personal biases and reject assumptions.	Ask questions that do not relate to the candidate's ability to do the job.
Follow a written, structured interview and question format.	Shoot from the hip, thinking up questions as you speak with each candidate.
Think of the candidate as an NWF State College guest; make him/her feel welcome and respected; treat him/her with courtesy and dignity.	Forget to shake hands; overlook introducing yourself.
Inform the candidate that you always take notes which help remind you of the conversation.	Just start writing without forewarning the candidate.
Ask open-ended questions.	Accept incomplete or vague answers.
Let the applicant do most of the talking. Listen attentively. Allow pause/silence.	Monopolize the conversation; get distracted while the applicant is speaking; rush.
Encourage applicant to ask questions about the job and/or the organization.	Forget the candidate is also studying you.

## Tips on Interviewing Applicants With Disabilities

1. Always offer to shake hands. Do not avoid eye contact, but don't stare either.
2. Treat the applicant as you would any other adult—don't be patronizing. If you don't usually address applicants by their first names, don't make an exception for applicants with disabilities.
3. If you feel it appropriate, offer the applicant assistance (for example, if an individual with poor grasping ability has trouble opening a door), but don't assume it will necessarily be accepted. Don't automatically give assistance without asking first.
4. If you know in advance that an applicant has a particular disability, try to get some information (from local and/or national organizations) before the interview on how the limitations of the disability may affect the performance of the essential functions of the job in question.
5. Whenever possible, let the applicant visit the actual work station.

## **SAMPLE INTERVIEW QUESTIONS**

These are suggestions – tailor your questions toward specific jobs.

### **Managerial/Supervisory Positions**

1. What would you say are some of your more important accomplishments? Considering these accomplishments, what are some of the reasons for your success?
2. What responsibilities or results have not come up to your expectations?
3. How many immediate subordinates have you selected in the last two years? Any surprises or disappointments?
4. How many immediate subordinates have you removed from their jobs in the last few years? Any contemplated? One example of how you went about it.
5. What has been the biggest surprise you have received from something getting out of control? Why did it happen?
6. Let's talk about standards of performance. How would you describe your own? What would your subordinates say? What would your boss say?
7. What things do you think contribute to your effectiveness as a supervisor?
8. How would you describe your relationship with your supervisor?
9. Most of us can look back upon a new idea, a new project, or an innovation we feel proud of introducing. Would you describe one or two such innovations that you are particularly proud of?
10. Are there any conditions or restrictions that would limit your flexibility for taking on this new assignment?
11. Do you have any questions?

### **Faculty Positions**

1. How do you motivate students?
2. How do you create a climate conducive to learning?
3. How do you update your knowledge, professional skill and resources to make your instruction meaningful?
4. How do you meet or support the individual learning needs of students?
5. What information do you have that shows your students' achievement or the effectiveness of your service?
6. What professional goals have you set for yourself, and what progress have you made toward attaining them?
7. How do you assess student learning, and what is your justification for these approaches?
8. What do you consider the key elements of successful course design?
9. Describe your favorite assignment and explain the educational rationale behind it.

10. What is the most influential source you have read on teaching and/or learning?
11. How do (or would) you deal with classrooms where students typically fall into one or two groups: those very well prepared or those hardly prepared at all?
12. How do you promote academic integrity in your course?
13. If you meet a student five years after that student has taken your course, what would you like that student to remember about your course? Can you identify some specific aspects of your instruction that help to ensure this is what a student remembers?
14. Do you have any questions?

### **Non-Supervisory Positions**

1. Why do you think you might like to work for our college?
2. What are your future career plans?
3. What personal characteristics are necessary for success in your field?
4. What qualifications do you have that make you think you will be successful in your field?
5. What jobs have you enjoyed the most? The least? Why?
6. What have you done that shows initiative and willingness to work?
7. Why are you leaving your current position?
8. Why should I hire you?
9. How would your co-workers describe you? Your supervisors describe you?
10. Describe your greatest accomplishment so far.
11. Do you have an analytical mind or a creative mind?
12. Do you have any questions?

## Employment (Non-Faculty) Reference Check

Applicant's Name: \_\_\_\_\_

Position applied for: \_\_\_\_\_

Firm Contacted: \_\_\_\_\_

Person you called/talked to (Title and Working Relationship to Applicant):

\_\_\_\_\_

Titles and Duties of Applicant:

\_\_\_\_\_

\*\*\*Ask specific job related questions regarding the skills required in the job description:

Supervisory Responsibilities? If so, explain:

What can you tell me about your work experience with the Applicant?

\_\_\_\_\_

Work Habits:

*Reliability* \_\_\_\_\_

*Punctuality* \_\_\_\_\_

*Quality/Quantity of Work* \_\_\_\_\_

*Strengths* \_\_\_\_\_

*Examples of his/her greatest accomplishments* \_\_\_\_\_

*Communication skills* \_\_\_\_\_

*Ability to get along with others* \_\_\_\_\_

Dates of Employment: \_\_\_\_\_ to \_\_\_\_\_.

How did employment relationship end? (If applicable) \_\_\_\_\_

*If the situation fits:*

Would you re-hire? \_\_\_\_\_

Additional comments:

# Faculty Reference Check

“We are conducting a reference check to gain and verify employment and/or character information”

**Applicant's Name:** \_\_\_\_\_

**Position applied for:** \_\_\_\_\_

**Firm Contacted:** \_\_\_\_\_

**Person you called/talked to (Title and Working Relationship to Applicant):**

\_\_\_\_\_

What can you tell me about the following on \_\_\_\_\_?

*Knowledge of Subject Area* \_\_\_\_\_

*Dependability* \_\_\_\_\_

*Communication Skills* \_\_\_\_\_

*Rapport with students* \_\_\_\_\_

*Rapport with colleagues* \_\_\_\_\_

*Rapport with supervisors* \_\_\_\_\_

*Flexibility* \_\_\_\_\_

*Quality of Work* \_\_\_\_\_

*Leadership Qualities* \_\_\_\_\_

*Supervisor Qualities* \_\_\_\_\_

Dates of Employment: \_\_\_\_\_ to \_\_\_\_\_.

Do you know why \_\_\_\_\_ left? (If they left) \_\_\_\_\_

*If the situation fits:*

If you had a full-time position open in your department, would you hire them? Would you re-hire?

\_\_\_\_\_

How did employment relationship end? (If applicable) \_\_\_\_\_

Anything you would like to share that I haven't mentioned:

Additional comments: