



HIRING PROCEDURES MANUAL



OFFICE OF HUMAN RESOURCES

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No person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity sponsored or conducted by South Texas College on the basis of race, color, national origin, religion, sex, age, veteran status or disability.

SOUTH TEXAS COLLEGE
HIRING PROCEDURES MANUAL

The *South Texas College Hiring Procedures Manual* is developed to provide the following:

- Clear and concise guidelines for each and every person participating in the hiring of employees to work at South Texas College.
- Guidelines to follow in order to comply with all applicable laws pertaining to the recruitment and hiring of employees.
- Guide each and every person participating in the hiring of employees to follow consistent practices, eliminating possibilities of discrimination in this process.
- Simplify the hiring process to enable the search committees and administration to hire the most qualified person in an expeditious manner.
- Guidelines for management personnel to ensure procedures are followed in filling vacancies or creating new positions.

The Office of Human Resources is available to assist you and answer any questions regarding the contents of this manual or other pertinent questions regarding the hiring of employees.

The College reserves the right to revise, modify, delete or add to any and all policies and procedures stated in this Manual or in any other document. Policy changes will be in writing and will be approved by the Board of Trustees.

This South Texas College Hiring Procedures Manual supersedes all previously issued procedures or memoranda pertaining to the hiring process of South Texas College employees, with the exception of all Board of Trustees policies.

SOUTH TEXAS COLLEGE
EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

South Texas College is an equal employment opportunity/affirmative action employer. As an equal opportunity employer, the College shall not discriminate on the basis of race, color, creed, national origin, religion, age, sex, political affiliation, or physical disability. Discrimination is prohibited and the College will comply with all applicable College policies, and state and federal legislation.

All employees shall follow procedures as outlined in this hiring manual and take steps to meet our stated commitment to Equal Opportunity. All employees accepting the role to participate in the hiring process, including each and every member of the search committees, shall recruit, hire, promote, and transfer all persons on the basis of valid job- related criteria and without discrimination.

As an affirmative action employer, the College will appoint employees in full compliance with existing laws. Qualification guidelines will be published by the Human Resources Office and shall be applied consistently and fairly to all applicants. "Qualified" is defined as having the requisite education, training, and/or skills required of the position as defined in the approved job announcement.

SOUTH TEXAS COLLEGE

HIRING PROCEDURES MANUAL

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I. STAFFING PLANS

Section 1.0 Staffing Plan Guidelines

Staff Member Responsible:

*Office of Human Resources
Administrators*

“The Staffing Plan is the official document listing position titles, employees, and salaries for each fiscal year. It is prepared annually by the staff of the Office of Human Resources during the budget process and is presented for approval to the Board of Trustees with the budget. The Staffing Plan is compatible with Board-approved Wage and Salary Administration policies.

The Staffing Plan is not a contract between the College and any person listed on it, and neither the Staffing Plan nor any action taken by the Board of Trustees concerning it should be considered creating contract rights, expectations of continued employment, or a property interest for any person listed in the Staffing Plan.” (Policy 4100)

The Staffing Plan is the College’s hiring plan for the year. Approval for deviations from the Board approved Staffing Plan will only be considered under extraordinary circumstances. Approval from the appropriate Administrator, Vice President and the President of the College must be obtained prior to submitting to the Office of Human Resources for consideration.

II. JOB DESCRIPTIONS

Section 2.0 Job Descriptions

Staff Member Responsible:

Administrators

A job description must be created for every position included in the Board approved Staffing Plan. Job descriptions should clearly identify:

- Level of skill, effort and responsibility required by the job
- Conditions under which the job is performed
- Requirements of the job and standards for job performance
- Educational requirements and work experience

Job descriptions make recruiting and screening more efficient, assist in recruiting a good match between the candidate's qualifications and the job's demands, provide an introduction to the job, and provide information for career planning.

Procedures:

- Write a draft job description upon creation of the title and submit for approval of the position
- Submit job description to the Office of Human Resources for review and approval
- Human Resources will format job description to comply with federal guidelines
- Proceed with hiring procedures when approval is received for job description

Supplemental Documentation

See Appendix 2 for job description sample

Record Retention Guideline:

Job descriptions are retained until superseded or position is abolished plus 4 years

III. HIRING PROCESS

INITIAL PROCESS BEFORE ADVERTISING

Section 3.0 Budgeted Positions (General)

Staff Member Responsible:

Administrators

It is the policy of South Texas College to fill each vacant position with the best-qualified person without regard to race, sex, age, color, religion, national origin or disability, and to comply with all statutory requirements relating to filling such vacant positions. The hiring process for a budgeted vacancy follows a series of steps.

Procedures:

- Initiate process by completing a *Personnel Requisition Form*
- Indicate that position is on staffing plan
- Attach a copy of existing or revised job description or create a job description if needed
- Obtain approval from appropriate Vice-President
- Submit *Personnel Requisition Form* and job description to the Office of Human Resources
- The Director of Human Resources or designee supervises the review of the *Personnel Requisition Form/Job Description* and performs position control process.
- Human Resources or designee forwards the *Personnel Requisition Form/Job Description* to the Comptroller for budget control processing.
- The Comptroller or designee, after review for budget control forwards the *Personnel Requisition Form/Job Description* to the Director of Human Resources.
- The Director of Human Resources or designee then forwards the *Personnel Requisition Form/Job Description* to the President for approval.
- The President returns the *Personnel Requisition Form/Job Description* to the Office of Human Resources for posting and advertising.
- Proceed with hiring process when notified by the Office of Human Resources

Supplemental Documentation

See Appendix 1 for sample of a Personnel Requisition Form

Record Retention Guideline:

Personnel Requisition Forms must be retained for 2 years

Section 3.1 Budgeted Positions (Faculty)

Staff Member Responsible:

Dean

Vice President for Academic Affairs

Director of Human Resources

Comptroller

President

The hiring process for a budgeted faculty vacancy must be in accordance with the following procedures.

Procedures:

- A **Personnel Requisition Form* is completed with an approved job description attached and submitted to the Dean for approval. (see Section 2.0)
- The Dean submits the *Personnel Requisition Form/Job Description* to the Vice President for Academic Affairs for approval.
- The ****Vice President for Academic Affairs** submits the *Personnel Requisition Form/Job Description* to the Director of Human Resources. The Director of Human Resources or designee supervises the review of the *Personnel Requisition Form/Job Description* and performs position control process.
- Human Resources or designee forwards the *Personnel Requisition Form/Job Description* to the Comptroller for budget control processing.
- The Comptroller or designee, after review for budget control forwards the *Personnel Requisition Form/Job Description* to the Director of Human Resources.
- The Director of Human Resources or designee then forwards the *Personnel Requisition Form/Job Description* to the President for approval.
- The President returns the *Personnel Requisition Form/Job Description* to the Office of Human Resources for posting and advertising.

***If a personnel requisition is submitted for an additional vacancy that is already in the process of being advertised, then the search committee can recommend an additional candidate to fill the additional vacancy from the current search ONLY if they have not made a recommendation to their designated Vice-President and President of the College.**

****In lieu of personnel requisitions for faculty vacancies, the Vice-President for Academic Affairs, in coordination with the President, may also submit a listing of academic areas to Human Resources to be advertised for Fall hiring of the upcoming academic year.**

Supplemental Documentation:

See Appendix 1 for a copy of the Personnel Requisition Form

See Appendix 2 for a copy of the Job Description Sample

Section 3.2 Unbudgeted Positions

Staff Member Responsible:

Administrators

Approval for positions not included in the Board approved Staffing Plan is granted on a case-by-case basis and is contingent on availability of funds and final approval by the President. These positions are listed as temporary appointments with end dates not to exceed August 31 of the applicable fiscal year. Salary ranges for non-staffing plan positions are determined by the Director of Human Resources to ensure alignment with existing positions. The hiring process for temporary appointments follows a series of steps.

Procedures:

- Initiate process by completing a **Personnel Requisition Form*
- ******Indicate that position is not on staffing plan
- Indicate on *Personnel Requisition* the funding source for position
- Attach a copy of existing or revised job description or create a job description if needed
- Obtain approval from appropriate Vice-President
- Submit *Personnel Requisition Form* and job description to the Office of Human Resources
- The Director of Human Resources or designee supervises the review of the *Personnel Requisition Form/Job Description* and performs position control process.
- Human Resources or designee forwards the *Personnel Requisition Form/Job Description* to the Comptroller for budget control processing.
- The Comptroller or designee, after review for budget control forwards the *Personnel Requisition Form/Job Description* to the Director of Human Resources.
- The Director of Human Resources or designee then forwards the *Personnel Requisition Form/Job Description* to the President for approval.
- The President returns the *Personnel Requisition Form/Job Description* to the Office of Human Resources for posting and advertising.
- Proceed with hiring process when notified by the Office of Human Resources

***If a personnel requisition is submitted for an additional vacancy that is already in the process of being advertised, then the search committee can recommend an additional candidate to fill the additional vacancy from the current search ONLY if they have not made a recommendation to their designated Vice-President and President of the College.**

****Since temporary appointments do not exceed August 31st of the applicable fiscal year, the personnel requisition for an unbudgeted position will also expire August 31st if the position has not been filled at that time. A new personnel requisition will be required for the new fiscal year.**

Supplemental Documentation

See Appendix 1 for sample of a Personnel Requisition Form

Record Retention Guideline:

Personnel Requisition Forms must be retained for 2 years

Section 3.3 Search Committees-General Guidelines

Staff Member Responsible:

Administrator

Search Committee Members

Office of Human Resources

Once the Board has approved the fiscal year's staffing plan, Search Committees may be selected to perform the hiring of employees. South Texas College institutes their selection and hiring process by means of a search (interviewing) committee.

Guidelines and procedures for the Committee should be followed to ensure that interviews are fair and consistent, and all selections are recommended without biased or discriminatory choices. The College is committed to hire the most qualified candidates, without discrimination to any applicant.

Procedures:

- Reviews applicants to determine that all applicants meet the minimum educational requirements stated in the job announcement
- Notifies candidates if applicant packet is incomplete
- Ensures that internal candidates as well as external candidates submit an application and all other required documents for each position they are applying
- Ensures that internal candidates submit original documents and not copies of documents for his/her personnel file

Section 3.3a Search Committees

CLASSIFIED

Staff Member Responsible:

Administrator

The administrator responsible for the hiring obtains the applications from the Office of Human Resources after the minimum time frame for job postings has been met.

Procedures:

- Hiring Administrator selects 3 **or** 5 members for the Search Committee; if committee has 3 members, then at least 1 shall be from a different department or division; if committee has 5 members, then at least 2 shall be from different departments or divisions
- Hiring Administrator may serve as one of the members and/or Chair of the Committee or may designate the Chair from the committee membership
- Search Committee is convened by the Chair to review applications based upon the job announcement
- Search Committee members review documentation and hiring procedures, then proceeds with these interview procedures
- Search Committee members shall sign the **Statement of Confidentiality for Search Committees** form during first meeting
- Search Committee shall sign **Search Committee Signature** forms each meeting
- Increase applicant pool if Search Committee members determine insufficient number of candidates have been received
- Strategize means for increasing the applicant pool and contact the Office of Human Resources for guidance
- Select applicants to be interviewed
- Hiring Administrator/Supervisor checks references
- Document why other applicants are eliminated, using the **Applicant Screening Summary Sheet**
- Search Committee arranges interviews
- Conduct interview sessions
- Committee provides Hiring Administrator with recommendation packet and all related materials including applications if Hiring Administrator does not serve on committee.
- Hiring Administrator interviews final candidates OR interviews all selected candidates following Committee interviews
- Hiring Administrator makes hiring recommendation and forwards recommendation to hire to next level (Vice-President)
- If Vice-President approves recommendation to hire, forward to the Office of Human Resources for final review of appropriate and complete documentation
- Human Resources will forward the recommendation to the President for final approval
- Human Resources maintains records of all applications in compliance with state and federal regulations
- Human Resources sends letters to applicants not hired.

Section 3.3b Search Committees

Professional/Technical Support Positions

Staff Member Responsible:

Administrator

Procedures:

- Hiring Administrator selects 3 or 5 members for the Search Committee; if committee has 3 members, then at least 1 shall be from a different department or division; if committee has 5 members, then at least 2 shall be from different departments or divisions
- Committee Chair must be selected from the Professional/Technical classification, Faculty or Administration classification
- Search Committee is convened by the Chair to review applications based upon the job announcement
- Search Committee selects applicants to be interviewed
- Search Committee documents why other applicants are eliminated, using the **Applicant Screening** form.
- Search Committee members shall sign the **Statement of Confidentiality for Search Committees** form during first meeting
- Search Committee shall sign Search Committee Signature forms each meeting
- Search Committee Chair schedules and coordinates interviews
- Search Committee provides Hiring Administrator with final candidate(s), listing strengths of each finalist
- Hiring Administrator checks references for final candidates (this step is recommended before interviews occur)
- Hiring Administrator interviews final candidate(s) and forwards final recommendation to hire to the appropriate Vice President
- If Vice President approves the recommendation, forwards the packet to the Office of Human Resources for review of documents
- Human Resources forwards completed packet to the President for final approval
- Director of Human Resources will establish the salary according to guidelines in the College salary plan commensurate with the new hire's education and experience
- Upon approval of the President, Hiring Administrator or Human Resources staff will offer the position to the candidate.
- Immediately upon completion of the selection process, the Search Committee returns all applicant packets and committee forms to the Office of Human Resources
- Human Resources will send letters to remaining candidates and will retain applications for the required retention period in accordance to state and federal regulations
- The Hiring Administrator is not bound by the committee's ranking in making his or her selection. Hiring Administrator has prerogative to make the final decision for recommendation to respective Vice President
- Committee chairpersons should hold positions at the same level as or a higher level than the vacant position

Section 3.3c Administrative Hiring Process

It is the practice of South Texas College that administrative hiring procedures and guidelines provide the college with highly qualified people who are experts in their areas of responsibilities, who can contribute to the college's overall effectiveness, and who are sensitive to the ethnic and cultural diversity of the district community.

The hiring procedures help to ensure that the college will select individuals who are competent and able to perform the responsibilities that they will be required to assume, including supervision, organizational planning, and budget development and administration.

The hiring procedures are based on the recognition that responsibility for selecting well qualified people requires adequate representation of faculty, administration and/or staff members throughout the screening, interviewing and recommendation process.

The responsibilities include following the college's equal employment opportunity (EEO) policy. All information during the hiring process shall be strictly confidential. All committee members shall sign an acknowledgement of their duties and responsibilities as committee members and chairperson to ensure that procedural integrity is intact and ethical standards/procedures are followed throughout the entire hiring process.

In accordance with board approved policy, the President shall make the final administrative staffing decisions, including approval to hire all staff in regular positions. The President has sole authority to appoint, hire and/or accept recommendations to hire.

South Texas College encourages all faculty and staff to participate in the hiring process and to assist in making these most important decisions.

EXECUTIVE HIRING PROCEDURES

It is understood that "executive" refers to those executive staff positions so designated in the Staffing Plan of the College. When hiring executive staff, the focus shall be on ensuring that the college will select executives who can foster community college effectiveness.

In an effort to provide the opportunity for broad-based participation in the selection process for any Executive Officer of South Texas College, the following process will be used:

1. Advisory Screening Committee reviews all candidates and forwards most qualified candidates to Search Committee
2. Search Committee selects candidates for on-campus interviews
3. Reference checks completed on candidates by outside source (Coordinated with the Director of Human Resources), with additional reference checks at the discretion of the President.
4. Schedule on-campus interviews for finalists
5. Recommendations and feedback provided to Search Committee by faculty, staff, and students

Section 3.3c Administrative Hiring Process (Continued)

6. Position offered to finalist

Advisory Screening Committee*: The Advisory Committee will review and screen all applicants and forward the most qualified candidates (not ranked) to the Search Committee for further consideration. The Chair and the Advisory Screening Committee members will be appointed by the President.

Search Committee*: The Search Committee will review the applicant pool and the candidates forwarded by the Advisory Screening Committee, contract an external service to conduct reference checks, and select candidates for on campus interviews. The President will Chair the Search Committee and appoint broad-based representation.

On Campus Interviews*: Each candidate invited to interview on campus will participate in the following process:

- Present and respond to questions in forums held on Pecan, Mid Valley and Starr County campuses and open to all faculty, staff and students
- Meet with representatives from the following:
 - Faculty
 - Deans
 - Council of Chairs
 - Administrative Staff
 - Professional/Technical Staff
 - Classified Staff
 - Students
- Interview with Search Committee
- Interview with Executive Officers
- Interview with the President

***The President will appoint a replacement in the event any committee member is a candidate.**

DEAN HIRING PROCEDURES

It is understood that “dean” refers to those academic and/or administrative staff positions so designated in the Staffing Plan of the College. When hiring deans, the focus shall be on ensuring that the college will select individuals who can foster community college effectiveness.

In an effort to provide the opportunity for broad-based participation in the selection process for any dean of South Texas College, the following process will be used:

1. Advisory Screening Committee reviews all candidates and forwards most qualified candidates to Search Committee

Section 3.3c Administrative Hiring Process (Continued)

2. Search Committee selects candidates for on-campus interviews
3. Reference checks completed on candidates by outside source (Coordinated with the Director of Human Resources), with additional reference checks at the discretion of the President or appropriate Vice-President.
4. Schedule on-campus interviews for finalists
5. Recommendations and feedback provided to Search Committee by faculty, staff, and students
6. Obtain approval from President of the College
7. Position offered to finalist

Advisory Screening Committee*: The Advisory Committee will review and screen all applicants and forward the most qualified candidates (not ranked) to the Search Committee for further consideration. The Chair and the Advisory Screening Committee membership will be appointed by the appropriate Vice-President of the President.

Search Committee*: The Search Committee will review the applicant pool and select candidates for on campus interviews. The appropriate Vice President or the President will Chair the Search Committee and appoint the committee members.

On Campus Interviews*: Each candidate invited to interview on campus will participate in the following process:

- Present and respond to questions in forums held on Pecan, Mid Valley and Starr County campuses and open to all faculty, staff and students
- Meet with representatives from the following:
 - Faculty
 - Deans
 - Council of Chairs
 - Administrative Staff
 - Professional/Technical Staff
 - Classified Staff
 - Students
- Interview with Search Committee
- Interview with the President and Executive Officers

***The Appropriate Vice President or the President will appoint a replacement in the event any committee member is a candidate.**

Section 3.3c Administrative Hiring Process (Continued)

ADMINISTRATORS HIRING PROCEDURES (OTHER THAN DEAN OR EXECUTIVE)

It is understood that “administrator” refers to those administrative positions so designated in the Staffing Plan of the College.

1. Appropriate Executive Officer of a division selects a minimum of 5 members for the Search Committee* with at least two (2) members selected from different departments or divisions.
2. The Search Committee Chair must be the appropriate Executive Officer.
3. The Search Committee is convened by the Chair to review applications based upon the job announcement.
4. The Search Committee selects qualified applicants to be interviewed.
5. The Search Committee Chair schedules and coordinates interviews.

***The Appropriate Executive Officer or President will appoint a replacement in the event any committee member is a candidate.**

Section 3.3d Forming Faculty Search Committees

Staff Members Responsible:

Dept./Program Chair

Dean

Director of Human Resources

Vice President for Academic Affairs

Search Committees must be formed in accordance with the following procedures:

Procedures:

- Dept./Program Chair selects five members to serve on the Search Committee in accordance with the following guidelines:
- Search Committee must include a minimum of two faculty members.
- At least three of the five Search Committee members must be from the Discipline and may include the two faculty members.
- The remaining two members shall be from outside the Discipline.¹
- Dept./Program Chair must serve on the Search Committee, but is not required to chair the committee.
- Dept./Program Chair must specify which Committee Member will serve as the Search Committee Chair.
- Search Committee Chair must hold positions at the same level or a higher level than the vacant position.
- Search Committee Chair must be selected from the Faculty or Administrator classifications.
- Every attempt should be made to form a Search Committee diverse in terms of gender, race, and age.
- Dept./Program Chair recommends Search Committee Chair and remaining Search Committee names to Dean for approval.
- Dean forwards recommendation to the Vice President for Academic Affairs for approval.
- Vice President for Academic Affairs notifies Dean and Director of Human Resources of the approved Search Committee.
- Dean notifies the Dept./Program Chair, Search Committee Chair, and the Committee Members.
- Search Committee Chair attends Search Committee training presented by the Director of Human Resources or designee.²
- Search Committee Chair formulates a timetable for completing the search and distributes the timetable to the Dean, Director of Human Resources, and Vice President for Academic Affairs.

Section 3.3d Forming Faculty Search Committees (Continued)

- Search Committee Chair contacts each Committee Member to determine whether each Committee Appointee has sufficient time and is committed to devote the time to Search Committee duties.³
- Search Committee Chair develops interview questions, conforming to legal general questions as well as those pertaining to the field of study.⁴

¹All employees of South Texas College, as well as appropriate individuals from the community are eligible to serve on a Search Committee.

²Search Committee training is mandatory for the Search Committee Chair. The remaining Search Committee members are strongly encouraged to attend Search Committee training as well.

³If the Committee Member has not attended Search Committee training, the Search Committee Chair must apprise the Committee Member of the process and the Search Committee Members duties.

⁴Interview Questions may be reviewed with the Director of Human Resources to ensure legality.

FACULTY HIRING PROCEDURES

After the Search Committee has been approved, the following steps shall be followed:

- Search Committee is convened by the Committee Chair to review applications based upon credentials and advertised criteria. **IMPORTANT: All Committee members should participate in this step as well as the remainder of the process.**
- Each Search Committee member must sign the STATEMENT OF CONFIDENTIALITY FOR SEARCH COMMITTEES and adhere to this ethical standard
- Search Committee members must sign the SEARCH COMMITTEE SIGNATURE FORM to acknowledge participation of each meeting and interview
- Search Committee selects candidates for interviews
- Committee members must maintain the confidentiality of all candidates selected for interviews
- Committee will document why other applicants are eliminated, using the APPLICANT SCREENING SUMMARY SHEET
- Dean and Department/Program Chair review selected candidates Transcripts to ensure that credentials meet the requirements for the position. Both sign the Credential Review form to acknowledge that the credentials are adequate
- Dean and/or Department/Program Chair conduct reference checks on Applicants to be interviewed. (Committee Chair may assist with this process)
- Search Committee Chair arranges interview and mock teaching presentations
- The Dean must be notified of the interview schedules, as the appropriate Dean is required to interview the FINALISTS as well. Upon request, the finalists may be interviewed by the Vice President for Academic Affairs.
- After the interviews, the Search Committee Chair, based upon the recommendation of the Search Committee, prepares names and strengths of the 3 finalists, in alphabetical order for the Dean's approval.
- These recommendations are submitted to the Office of Human Resources for further credentials review.
- If a discrepancy is found regarding the credentials, the Director of Human Resources shall consult with the Vice President for Academic Affairs.
- If credentials meet the SACS requirements, Human Resources submits the recommendations to the Vice President for Academic Affairs for approval.
- Upon completion of the selection process, return folders of ALL APPLICANTS to the Office of Human Resources
- The approved candidate is notified of selection by the Dean or the Human Resources department.
- Candidate is informed that OFFICIAL TRANSCRIPTS must be sent directly to the Office of Human Resources before the assignment begins. (Policy # 4152 will allow an emergency extension, but must be precisely followed)
- Candidate is informed that he/she MUST report to the Office of Human Resources BEFORE assignment begins, to complete new hire paperwork
- Director of Human Resources will send letters to remaining candidates and retain applications in compliance with federal and state laws

Section 3.3e Temporary Faculty – Emergency Hire

Staff Members Responsible:

Dept./Program Chair

Dean

Director of Human Resources

Vice President for Academic Affairs

The hiring process for an “emergency hire” full-time temporary faculty position must be in accordance with the following procedures:

Procedures:

- Dept./Program Chair submits a request to hire a full-time temporary faculty member to the Dean, citing one or more of the following reasons:
 - Inadequate qualified pool to make a fair and informed decision
 - Timeframe is such that a fair and justified search cannot be completed
 - An unexpected vacancy occurs and time does not allow normal advertising
 - Other reasons agreeable to the Dept./Program Chair, Dean and the Vice-President for Academic Affairs
- Dean submits a recommendation to hire a full-time temporary faculty member to the Vice President for Academic Affairs.
- Vice President for Academic Affairs notifies Dean and Director of Human Resources of approval.

Only under emergency situations, such as an unforeseen or last minute vacancy, should a temporary full-time instructor be hired outside the regular hiring process. If this becomes necessary then the Dean submits a recommendation for an emergency hire citing cause for the emergency to the Vice-President for Academic Affairs for approval.

Section 3.4 Adjunct Faculty

Staff Member Responsible:

Chairperson

Dean

Director of Human Resources

Vice President for Academic Affairs (credential discrepancies)

Synopsis:

Adjunct faculty members are hired on a semester-to-semester basis as needed. The hiring process should be in accordance with the following procedures:

Procedures:

- Applications are received in the Office of Human Resources
- Once documentation is complete¹, Human Resources staff submits completed application packets to the adjunct pool for Chairperson and/or Dean to review.
- Chairperson and Dean complete the *Credential Review Form* revealing that they agree prospective candidate meets the requirements mandated by SACS and forwards to the Director of Human Resources.
- Director of Human Resources or designee reviews for discrepancies in credentials and if no discrepancies are found, notifies the Dean to proceed with reference checks.²
- Dean and/or Chairperson conduct reference checks for all new hires
- Dean and/or Chairperson submits the *Intent to Hire Faculty Form* with attached reference checks to the Director of Human Resources
- Dean and/or Chairperson notifies the applicant offering them the position and informing new hires to report to the Office of Human Resources for new hire processing BEFORE reporting to assignment/classroom.
- The Dean and/or Program Chair informs the new hire that:
 - STC does not guarantee any adjunct assignment,
 - STC hires adjuncts from semester to semester basis
 - STC retains the right to cancel classes due to low student enrollment or schedule changes.

Section 3.4 Adjunct Faculty (Continued)

Supplemental Documentation:

See Appendix 4 for a copy of *Applicant Self-Identification of Teaching Discipline Credentials* form

See Appendix 6 for a copy of the *Credential Review* form

¹*For the purposes of this section, copies of transcripts are sufficient. However, the Director of Human Resources or designee should notify applicants that OFFICIAL transcripts must be sent directly from their institutions to the Office of Human Resources in order to meet the requirements of STC hiring practices and board policy as well as fulfilling the SACS criteria for all faculty members. **Board Policy 4152***

²*If discrepancy is found regarding the credentials, then the Director of Human Resources consults with the Vice President for Academic Affairs and the Vice President for Academic Affairs will make the final determination.*

Section 3.5 Dual Enrollment – College Instructor

There are two options available to obtain and/or assign teachers/instructors to teach high school students at the public high school facilities as per the agreement previously arranged with the high school officials. Instructors for these positions will be processed the same as Adjunct instructors.

Procedures:

OPTION 1 Qualified Instructor-(High School Teacher)

- A qualified and full-time high school teacher is identified as a prospective Dual Enrollment-College instructor by the High School Programs & Services Liaison.
- The High School Programs & Services Liaison arranges for the department/program chair from STC to meet with the candidate to determine if the candidate can adequately fulfill the requirements to teach the college curriculum to high school students taking college classes.
- The candidate must be prepared & provide copies of a resume, application and transcripts to the Chair for review.
- If the Chair approves the candidate to teach in this capacity, then he/she submits an *Intent to Hire* form to the Office of Human Resources along with obtained documentation.
- If the candidate's credentials fulfill the SACS requirements, then the Department/Program Chair or the High School Programs & Services Liaison directs the Instructor to report to the Office of Human Resources to complete the necessary documents before classes begin.
- The Office of Human Resources issues an authorization to work form to the Dual Enrollment instructor and will forward a copy to the appropriate Department/Program Chair and High School Programs & Services Liaison.
- The High School Programs & Services Liaison submits the NOE to the Office of Human Resources. (The Dual Enrollment Instructor receives one stipend per class per semester for classes taught for the College)

OPTION 2 Regular Full-Time/Adjunct

- The Department/Program Chair can assign a qualified full-time regular faculty member or an adjunct faculty member to teach classes in a public high school.
- *Credentials/qualifications are identical to the requirements mandated for teaching in the College classroom.*
- Option B requires that the instructor be paid the same as he/she would receive if teaching at other College facilities.
- Chairs submit the NOE if this class is an overload to the Office of Human Resources.
- The Chair is responsible for submitting the appropriate adjunct hiring documents.

Note: Official transcripts must be submitted prior to start date, in accordance with Policy 4152.

Section 3.6 Grant Vacancies

Staff Member Responsible:

Grant Manager

Grant Compliance Staff

Hiring of positions funded by a grant requires additional approvals and procedures. Grant positions are not included in the Board approved staffing plan. As such, grant funded positions are listed as temporary appointments. Continuation of a grant position is contingent on funding from the agency that awarded the grant. Salary ranges for grant funded positions are determined by the Director of Human Resources to ensure alignment with existing positions.

Procedures:

- Ensure that position is included in the grant staffing plan
- Complete a Personnel Requisition Form for Grant Positions (yellow form)
- Attach a copy of the existing job description or revised job description
- Obtain approval from account manager (grant compliance)
- Obtain approval from appropriate Vice-President
- Submit Personnel Requisition Form and job description to the Office of Human Resources
- Human Resources will format job description to comply with federal guidelines if mandated by grant requirements
- Proceed with hiring process when notified by the Office of Human Resources

Supplemental Documentation

See Appendix 1 for sample of a Personnel Requisition Form

Record Retention Guideline:

Personnel Requisition Forms must be retained for 2 years

Section 3.7 Temporary Hiring

All temporary hiring shall be an exception, not the normal procedure. There are occasions that create a demand for additional personnel and the following guidelines must be followed.

3.7a. Direct Wage

Hiring Direct Wage Employees (14 hours or less/week) (ex. Clerk, Note Taker)

If a supervisor has determined a temporary hire for (14 hours or less) then the department may hire this person by submitting the STC application, a completed NOE with **3 written work references** to the Office of Human Resources. Once the paperwork has been processed, the reporting supervisor will be notified by the Office of Human Resources so that the temporary employee can report to the Office of Human Resources for the clearance process. In order to release the authorization to work:

- If the employee has previously worked at STC, HR clearance is required to obtain work authorization for new assignment.
- If this is a NEW employee, he/she must report to HR to fill out new hire paperwork, attend new-hire orientation and obtain work authorization for assignment.

Hiring Direct Wage Employees (*19 hours or less/week): (ex. P/T Secretary, P/T Customer Service Tech)

* To comply with TRS regulations, in order for a direct wage employee to work up to 19 hours per week, the position title and duties must be equivalent to that of an established full-time position title.

If a supervisor has already determined a temporary hire for (19 hours or less) then the department may hire this person by submitting the STC application, a completed NOE with **3 written work references** to the Office of Human Resources. Once the paperwork has been processed, the reporting supervisor will be notified by the Office of Human Resources so that the temporary employee can report to the Office of Human Resources for the clearance process. In order to release the authorization to work:

- If the employee has previously worked at STC, HR clearance is required to obtain work authorization for new assignment.
- If this is a NEW employee, he/she must report to HR to fill out new hire paperwork, attend new-hire orientation and obtain work authorization for assignment.

Hiring Direct Wage Employees (more than 19 hour/week):

It is the norm for direct wage employees to work less than 14 or 19 hours a week for the duration of their assignment. However, special circumstances may result in requesting for a direct wage employee to work more than 19 hours per week for a period of no more than 3 months due to an unexpected vacancy in the department. Furthermore, as per Affordable Care Act regulations any employee working more than 30 hours per week (130 hours per month) for 4.5 months will be considered full-time benefit eligible. Maximum number of hours requested for a part-time non-benefit eligible position will be 29 hours per week for a period of no more

than 12 weeks without triggering benefit eligibility requirements. If an employee continues an assignment of more than 29 hours per week for more than 12 weeks the hiring Department will be liable for accrued benefit requirements. (Refer to section 3.0 and 3.2 for the hiring process for budgeted/unbudgeted positions.)

If a supervisor has determined a temporary hire for a specific assignment and for a temporary time period, **this person may be hired for a period of no more than 3 months as a direct wage employee.** The supervisor must submit the STC application, a complete NOE and 3 work references to the Office of Human Resources. Once the paperwork has been processed, the reporting supervisor will be notified by the Office of Human Resources department so that the temporary employee can report to the Office of Human Resources for the clearance process. In order to release the authorization to work:

- If the employee has previously worked at STC, HR clearance is required to obtain work authorization for new assignment.
- If this is a NEW employee, he/she must report to HR to fill out new hire paperwork, attend new-hire orientation and obtain work authorization for assignment.

There are NO extensions for an employee to work over 19 hours per week. The only choice is to allow the employee to work 19 hours or less or the assignment must cease.

Caution: It is important to review that there is sufficient budget within the department, thus it is the responsibility of the financial manager to monitor this with the Business Office.

PLEASE NOTE: If an employee works any direct wage position for more than 19 hours a week and for any time beyond 3 months, he/she becomes benefit eligible. **IT IS IMPERATIVE THE SUPERVISOR MANAGE THE PART-TIME POSITIONS TO ENSURE THEY REMAIN AT OR UNDER APPROVED HOURS.** An approval for the employee to become a temporary full-time employee, salaried-non-direct wage, must be obtained BEFORE an employee works beyond this time limit The Office of Human Resources will guide the supervisor through the steps for approval process. (These requests are not automatic approvals) These hiring procedures must be followed to comply with the state benefit regulations for our College. **THERE ARE NO EXCEPTIONS**

3.7b. NAAMREI/Continuing Education

Trainers are hired on a temporary basis for educational courses provided to the residents of the community that provide career training, professional development as well as enrichment courses. Trainers that are new to the college, or have not worked for the college in one year, will adhere to the following hiring procedures.

- 1) The hiring department must ensure there is sufficient funding in their pool account to cover the assignment.
- 2) The hiring department must submit a budget-approved Notice of Employment (NOE), an application and three reference checks for the prospective employee to Human Resources.
- 3) The HR Staffing Specialist will conduct a background check on the applicant as needed.
- 4) The department may be notified via email so that the prospective employee can report to Human Resources to fill out new hire paperwork BEFORE reporting for assignment. If funding is not available, the hiring department is notified by Budget Control Specialist so that arrangements can be made to fund the temporary position from some other source.
- 5) The application packet is forwarded to the Transcript Evaluator for transcript tracking and then to the HR Assistant for new hire clearance of the new employee.
- 6) Payroll is notified of the new employee and/or new assignment through the NOE that contains employee name, Employee ID, assignment start and end dates, job code, title, pay rate and position number. At this time, the information is keyed into the Banner system by the Payroll Office to activate the employee on payroll for the monthly payroll. At this point all information pertaining to the new employee can be accessed from the system.

3.7c Work-Study

Work-study applicants are required to apply with the Student Financial Services department which will evaluate the applicant to determine if they are eligible for student aid. The Student Financial Services department coordinates with the HR department to conduct background checks on applicants eligible for possible work-study employment with South Texas College.

If a new work-study applicant has met the eligibility requirements:

- 1.) The NOE is forwarded to HR along with the three reference checks and pre-approval background check form.
- 2.) The work-study applicant is notified by Student Financial Services to attend the next available orientation, prior to beginning their assignment.
- 3.) Payroll is notified of the new employee and/or new assignment through the NOE that contains employee name, Employee ID, assignment start and end dates, job code, title, pay rate and position number. At this time, the information is keyed into the Banner system by the Payroll Office to activate the employee on payroll for the monthly payroll. At this point all information pertaining to the new employee can be accessed from the system.

Section 4.0 Human Resources Transcript Review

Staff Member Responsible:

Administrators

Office of Human Resources

“Official transcripts must be sent directly from the issuing institution to the College's Office of Human Resources to document compliance with Southern Association for Colleges and Schools (SACS) requirements and for placement on the College's faculty salary schedule. This requirement applies to all faculty, full and part-time, and must be met before beginning employment with the College. The appropriate transcripts must be on file before the faculty member, whether full or part-time, is considered officially employed by the College.

Professional support staff and administration must comply with the same requirements to document all education listed on the employee's application and to satisfy requirements of the job announcement.” (Policy 4152)

“Official transcripts are required to be sent directly from the issuing institution to the College's Office of Human Resources to document compliance with the Board-approved classified staff pay plan. Classified staff must comply with the requirement to document all education listed on the employee's application and to satisfy requirements of the job announcement.” (Policy 4154)\

Domestic Transcripts-Faculty:

- Official transcript must be submitted directly to the Office of Human Resources
- Must be from a regionally accredited institution to meet SACS requirements
- Copies must be submitted with every applicant's packet
- Salary will be determined utilizing the official transcripts from a regionally accredited institution on file

Domestic Transcripts-Staff:

- Official transcript must be submitted directly to the Office of Human Resources
- Copies must be submitted with every applicant's packet
- Salary will be determined utilizing the official transcripts from a regionally accredited institution on file

Foreign Transcripts:

- Must be evaluated by a SACS recommended evaluation service and meet the standards set by SACS before an official offer to hire is made
- Evaluation must be initiated by the employee at their own expense
- The Office of Human Resources maintains updated lists of SACS recommended evaluation services
- Evaluation must be submitted to the Office of Human Resources directly from the evaluation services

Section 4.0 Human Resources Transcript Review (Continued)

Supplemental Documentation

See Appendix 17 for list of evaluation services

Record Retention Guideline:

Official transcripts for employees must be retained for five years from date of separation.

Official transcripts or copies of transcripts for applicants must be retained for two years from the creation (or receipt) of the record or the personnel action involved, whichever is later.

Section 5.0 Search Committee Confidentiality

Staff Member Responsible:

Search Committee Members

Director of Human Resources

Hiring Department

All persons participating in any manner (i.e. member of the Search Committee, Department Chairperson or in any other capacity) in the hiring process must be committed to confidentiality throughout the entire process.

Each Search Committee member shall sign the Statement of Confidentiality for Search Committees form

The College maintains a fair and equitable hiring process and shall not subject itself to any violation of this confidentiality in the form of discrimination. Confidentiality of the entire hiring process before, during and after is absolutely imperative.

Procedures:

- Do not discuss names or status of applicants with anyone outside the Search Committee, with the exception of the Hiring Administrator or an Executive Administrator
- Advise applicants and others outside the Search Committee that you must comply with the confidentiality of the hiring process
- During/after the interview process, information regarding potential salaries should be stated as "if qualifications are met, the minimum salary begins at \$_____."
- Provide faculty applicants with a Faculty Placement Chart containing the first 8 steps (copies of this placement chart can be obtained from the Office of Human Resources)
- DO NOT promise a specific salary or benefits
- Final salary determination is made AFTER the Director of Human Resources reviews the entire packet of the recommended candidate
- If any questions regarding the salary determination arise, the Director of Human Resources will confer with the Dean of the hiring department

Section 5.1 Preparing for Interviews

Staff Member Responsible:

Search Committee Members

The primary factor in preparing for interviews is to make certain that a careful evaluation of the applicant's education, experience and minimum qualifications for the job has been completed prior to the actual selection interview.

The purpose of the selection interview should be to collect additional information on the applicant's job related knowledge, skills and abilities, which should be helpful in selecting the individual most likely to succeed on the job. The validity of the interview is based on the extent to which it predicts job success.

A selection interview should be as structured as possible, yet tailored to each particular applicant. An interviewer should evaluate the same general criteria for each applicant. A selection interview that follows a general standard outline will produce more reliable and valid information for selection than an unstructured interview.

Applicants should be evaluated against the job description or job specifications and not against other candidates.

Procedures:

- Review the job description and job specifications in order to tailor the interview to elicit relevant information
- Learn as much as possible about the requirements of the job to be filled
- Know the specific demands of the job
- Know the working conditions
- List the specific tasks performed on the job
- Decide which tasks are critical to performance in that position
- List the methods, techniques, tools, equipment, and work aids used to accomplish tasks
- Specify information predictive of each area of performance
- Identify the specific knowledge, skills, and abilities required to perform tasks
- List what qualifications were found to be essential to job success, based on employee's previous job success
- Identify the same specific knowledge, skills and abilities required to perform the tasks of the job (if newly created position)
- Write questions for the interview
- Formulate questions to reveal those areas of knowledge, skills, and abilities required for a new employee to be successful on the job
- Ask each and every applicant the same questions even if a Committee member has previous knowledge of an applicant.
- STC shall not discriminate against any applicant, thus the process must be accomplished without bias or prejudice

Section 5.1 Preparing for Interviews (Continued)

- Review the resume and application (again) to understand the applicant's background prior to interview so that information will not have to be referred to constantly during the interview

Supplemental Documentation:

See Appendix 7 for a sample of Legal Interview Questions.

See Appendix 8 for a sample of Faculty Interview Questions.

Section 5.2 Interviewing Protected Class Candidates

Staff Member Responsible:

Search Committee Members

As already indicated; questions related to sex, age, color, race, religion, national origin, or individuals with disabilities are inappropriate and violate employment laws when interviewing candidates for positions. Common sense, common courtesy, and a professional approach are the cardinal rules for successful interviewing as evident in the preceding sections; however, in order to ensure that you are conducting a nonsexist and non-racist interview, you should remember to:

- Ask the same general questions and require the same standards for all applicants
- Treat all applicants with fairness, equality, and consistency
- Follow a structured interview plan that will help achieve fairness in interviewing

In other words, treat women, men, and minority applicants in exactly the same way. Discriminatory behavior is improper, even when it is not intended. The appearance can be as important as the reality. The fact that you ask certain questions not related to the job wouldn't necessarily show that you mean to discriminate, but such questions can be used, and have been used, in a discriminatory way.

The following suggestions/procedures relating to protected class candidates should be helpful in ensuring that NO federal or state equal opportunity laws are violated in the interview:

Procedures:

1. Ask questions that are relevant to the job itself. For instance, in most cases men would have no reason to suppose improper significance of questions regarding marriage plans but, because of past discrimination, some women may. So do not inquire into:
 - Marital status or non-marital arrangements
 - What the candidate's spouse does, how much they earn, whether they are subject to transfer, how they feel about the candidate working or traveling
 - Whether the candidate has children (or plans to), how many, and their ages

You may cite the hours required by the job and ask if they will have difficulty meeting them. For example, you may say "We start at 8:00 a.m. here and leave at 5:00 p.m. Will you have difficulty meeting those hours?" If the candidate brings up any problem they may foresee in childcare, etc., then indicate what services are available.

Section 5.2 Interviewing Protected Class Candidates (Continued)

2. Be professional and consistent in addressing candidates. If using first names, do so for all candidates. If not, then be sure to address all candidates by their preferred professional title, and a similarly appropriate title for the person to whom they are being introduced.
3. Patronizing behavior and/or making sexual or other inappropriate jokes during the interview is prohibited.
4. Avoid bringing up stereotyped prejudices in planning and conducting the interview for each candidate. Do not make assumptions based on their gender, ethnicity or other protected-class attributes as to what duties they would be well suited or comfortable performing.
5. In making a selection or recommendation, avoid making assumptions such as the following:
 - Supervisors or Deans might prefer employees of a certain gender or ethnic/racial origins
 - Students might not want to deal with women or minorities
 - Co-workers might object
 - Their work might lack credibility based on their protected class status.
 - The job might involve travel, or travel with the opposite sex or members of certain ethnic/racial backgrounds that would disqualify the applicant
 - The job might involve unusual working conditions that would disqualify the applicant
6. Do not place undue emphasis on conditions of employment (such as travel, heavy lifting, long hours, etc.) in the hope of discouraging the candidate and getting him/her to withdraw from the competition. It is for the applicant, not the employer, to decide whether he or she wants the job - based, of course, on a clear, honest explanation of what the conditions are.
7. If asked, give accurate information about the number of women or minority employees already in the department.
8. If you're going to discuss the town or city, mention everything and do not try to over-emphasize the town's aspects as a family place in which to live and bring up children. Mention the town's closeness to the seacoast, urban areas, or whatever is relevant. And remember, a single person may be interested in buying a house rather than just renting an apartment.
9. Obviously, do not indicate that you're interested in hiring a woman or minority person as a statistic to improve your department's Affirmative Action/Equal Employment Opportunity profile. **It's unlawful** and an insult to apply different standards based on an applicant's sex or minority status.

Section 5.2 Interviewing Protected Class Candidates (Continued)

Again, there are so many things not to do or say - what can you talk about? You can discuss:

- The duties and responsibilities of the job
- The College's missions, programs, and achievements
- Career possibilities and opportunities for growth, development and advancement
- Where the job is located, travel, mobility, equipment, and facilities available
- The individual's qualifications, abilities, experience, education and interests

Please refer to specific legal interview questions for appropriate classification. Using these questions should ease the interviewing process for you.

Also, it is important that all search committee members read the "do not's". Most are common sense, however it is extremely important that you are aware of the pitfalls of discriminatory questions when interviewing.

Section 6.0 Conducting Interviews

Staff Member Responsible:

Search Committee Members

Now that you have prepared yourself by reviewing the specific knowledge, skills, and abilities required for the job and have thoroughly familiarized yourself with the applicant's resume or application form, you are ready to conduct the actual job interview.

Procedures: (Interview Format)

- Establish rapport
 - Interview setting should be conducive to good communication
 - Use a private office or room
 - Talk in a conversational tone of voice
 - Give the applicant your undivided attention
 - Emotional climate created by interviewers is more important than the physical environment
 - Use warm greetings and make suitable introductions
 - Create a favorable impression
 - Research has shown that rapport between interviewers and the applicant contributes substantially to the effectiveness of the interview
- Explain purpose; set agenda
 - Helps to relax applicant by letting him/her know what is about to occur. This also helps put you in control of the interview by providing a road map to be followed
 - Gather predictive information
 - Use listening, probing, reflecting, summarizing, and evaluating skills
 - Control interview by listening carefully and asking good questions
 - Encourage and guide the applicant's sharing of facts by asking good questions and listening carefully (your comments and questions should control the interview)
 - Do not concentrate exclusively on the questions intended to ask
 - Listen/hear what the applicant is saying
 - If you talk as much as 50 % of the time, you are monopolizing the interview; speak no more than 25% of the time
 - Listen and evaluate; as long as you are talking you are not learning anything about the applicant
 - Move the conversation along at an increased/decreased rate by asking a variety of questions and making comments
 - Recognize the value of comments and do not concentrate exclusively on questions; by only asking questions, you are making your task more difficult
 - Do not condition or teach the applicant only to answer questions
 - Encourage spontaneous discussion about things that may be important
 - Avoid asking questions that require only a yes or no answer.

Section 6.0 Conducting Interviews (Continued)

- Ask open-ended questions that encourage the applicant to express ideas and information and allow more freedom in response (i.e. if you ask, “Did you like that job” you might receive a yes or no as an answer; however, if you ask “What things did you like most about the job?” you might receive several responses that will contribute to your understanding of the applicant's motivation and interest)
- Avoid asking leading questions (tempts the applicant to slant answers to suit you)
- Obtain a clear and balanced picture of the applicant's qualifications for the job without indicating the responses you hope to hear
- Use words or phrases such as why, how, what, and describe, or tell us about (these words or phrases will yield more complete answers than leading questions such as “Do you like to work with people?”)
- Ask such questions as “Why did you leave XYZ?”
- May ask applicant to describe a typical days work at their last job (if the applicant provides irrelevant material, you can bring applicant back on course by rephrasing original question or asking a new one)
- Do not be apprehensive about silences (sometimes applicants bridge a silence with additional information that turns out to be quite significant to you; silences can be beneficial as long as they do not become a battle of nerves between the interviewers and the applicant)
- Write only notes pertaining to the job information: **ABSOLUTELY do not write anything personal or derogatory** as these notes could be used at a later time in a court of law, if an applicant alleges discriminatory practices during any of the hiring process
- Use only key words or phrases
- Maintain eye contact while making notes
- Record all evaluations on the Scoring form immediately following the interview
- Describe the job and the organization
- Detailed description of specific duties-should be saved until this stage of the interview (detailing description of duties before this stage may inadvertently be coaching the applicant on how he or she should appear and on how to answer questions)
- Remember that an interview is a two-way process
- Inform the applicant about the position and the College
- Provide applicant with sufficient facts, favorable and unfavorable, about the position and your department
- Provide facts in a straightforward manner so that the applicant can make an intelligent decision on the acceptability of the position
- Exercise caution in describing the prospective job (in light of recent court decisions in employment-at-will cases)
- Carefully word discussion of salary, promotional opportunities, and other job security benefits (if not carefully worded, the person hired for the job may interpret this information as an implied employment contract)
- Implied contracts (such discussions/promises made by the interviewers) may subject the employer to lawsuits by discharged employees for breach of implied contract

Section 6.0 Conducting Interviews (Continued)

- Inform applicants that all appointments at STC are on a fiscal one-year time frame for full-time regular employees.
- Inform applicants that full-time faculty appointments are for the 9-month academic year schedule
- Inform applicants that extensions for the summer sessions, may be considered but are not part of the appointment
- Inform adjunct faculty members that they are hired on a semester-by-semester basis, only. (May be other variations, i.e. temporary or interim appointments/positions which will be on a case by case consideration by the President)
 - STC does not guarantee any adjunct assignment,
 - STC hires adjuncts from semester to semester basis,
 - STC retains the right to cancel classes due to low student enrollment or schedule changes.
- Answer questions and allow the applicant to add information (allows applicant to gather information about the job/institution and to sell himself / herself)
- Conclude the interview.
- Thank the applicant for his/her time
- Outline what will happen next (an honest and comfortable way to end the interview)

Section 6.1 Offering Staff Position to Selected Candidate

Staff Member Responsible:

Dean

Human Resources Director

Supervisor

The process for offering a staff position to a selected candidate must be in accordance with the following procedures:

Procedures:

- President approves the recommended candidate and returns the Letter of Offer to the Director of Human Resources.
- The Director of Human Resources or designee notifies the Dean/Supervisor of approved candidate.
- Dean/Supervisor or the Office of Human Resources notifies approved candidate of selection and instructs approved candidate:
- He/she is required to report to the Office of Human Resources for orientation before reporting to assigned duties (on first day of employment)
- Advises that official transcripts¹ are required before the assignment begins, and to bring Social Security card and I-9 documents to orientation.²
- Dean/Supervisor submits an approved Notice of Employment to the Office of Human Resources before the new hire reports to Human Resources to complete new hire documents.

¹ Refer to policy no. 4152 regarding an extension for submitting official transcripts.

² If selected candidate declines the offer of employment, then the Search Committee will present the next qualified applicant for approval.

1. New hire completes all hiring documentation in the Office of Human Resources
2. New hire presents the Authorization to Work form to the Dean/Supervisor indicating eligibility to begin work assignment.

Supplemental Documentation:

See Appendix 12 for a copy of the Notice of Employment form

See Appendix 13 for a copy of the Report to Work Authorization form

Section 6.2 Reference Checking

Staff Member Responsible:

ADMINISTRATOR of Hiring Department

Designated Qualified Supervisor at Professional/Technical Exempt Level

Program Chair

If Designated Supervisor or Chair completes the reference checks, the Administrator or Executive Staff member shall review and sign all reference check documents.

Reference Checking is one of the most important steps in the hiring process. The objective is to hire the most qualified person for your department/division. These guidelines are intended to assist you in this process.

References **must** be completed for both external and internal candidates. The process does not differ for either hiring consideration.

It is imperative that all finalists' references are checked **before** recommending a candidate for hire. It is recommended to complete this step before the actual interviews in the event that information is revealed from the references that may change the recommendation to interview an applicant. This will also avoid unnecessary expense of travel and time for an applicant.

The references must be included with the Recommendation to Hire packet with all the other necessary documents. There shall be no approval to hire unless all forms, including the references, are included.

The College's application process includes the candidate's signature of consent to obtain references and to perform background checks. *If reference insists upon a copy of release, inform the Director of Human Resources and we will send or fax a copy of the signed release to the reference – please do not offer to do this unless asked by the reference person.*

Important steps:

- Review the candidate's resume and application.
- Based on the review, prepare a list of the facts given and qualifications you want verified – including the relationship of the reference contact to the candidate and the length of time they worked together, responsibilities and relationships, if applicable.
- Review the job qualifications and prepare questions relevant to the position. All questions must be job related.
- Confirm prior job titles and dates; try to confirm salary in most recent position.
- Confirm the relationship between the person giving the reference and the applicant.
- Do not delay in obtaining the references. The longer you wait, the greater the risk of losing the candidate to another entity.
- DOCUMENT the scope and depth of your references and note requests even if they produced little or no information. This information helps protect the college against any negligent hiring claims.

Section 6.2 Reference Checking (continued)

- The most reliable and realistic references are generally given by persons NOT listed by the applicant. It is strongly suggested that when you call the former employer, which is listed, you ask for names of other persons who have knowledge of the candidate's work performance, then call them.
- The laws protecting candidates against discrimination also apply when conducting reference checks. Absolute no: questions concerning age, race, sex, religion or national origin. These are not job-related questions and can expose the college to discrimination charges.
- If the reference has no actual knowledge of the candidate's work performance, ask the reference for name(s) of persons and telephone numbers of other persons with more knowledge of performance, achievements, strengths related to the job.
- *Caution: If a candidate is rejected solely because of a bad reference, have other objective reasons to reject a person who receives a bad reference, e.g. availability of a more qualified candidate. Discuss with the Director of HR, in this event, in order to ensure all necessary documentation is in place.*
- It is important to look for gaps in information supplied by applicants before calling for references and/or making a final hiring decision.

Tips for Effective Reference-Checking

- Inform the referenced person that the college has a signed release to obtain information from the candidate (you might get more information by making that statement)
- Describe the position, then make sure the questions are all job related
- Ask open-ended questions (follow the same format and basic questions for all references)
- May use follow-up questions for clarity and thoroughness
- Strive to obtain job-related facts and relevant information based on past behavior and experiences, rather than opinions. If possible, ask for examples of specific incidents
- Stay on the alert for any signs of evasiveness, unusual pauses

The *average* telephone reference call may not yield much usable information – employers are concerned about being sued for giving unfavorable references. *Case in point:* (actual case) – a terminated employee suspected former employer was bad-mouthing him behind the scenes – ex-employee hired private investigator to pose as a prospective new employer and call the former employer for a reference – investigator taped the employer stating unprovable allegations about the ex-employee's character and honesty – jury decided defamation and awarded almost \$2 million in total damages to the plaintiff.

Questions and Answers:

Q: How many references do I need to check?

A: Minimum of 3. Conduct as many reference checks as necessary to account for the number of years of experience required to qualify the applicant for the position title. Obtaining information from multiple references will allow you to determine whether the information provided is consistent and positive. Note patterns that emerge in terms of the comments made about the finalist.

Section 6.2 Reference Checking (continued)

Q: If I know a candidate personally, do I need to check references?

A: Yes. References must be conducted on every person you wish to hire regardless of whether you know him or her on a personal basis, regardless of whether a coworker knows the finalist, and regardless of the level of position.

Q: Do I need written consent to check references?

A: Yes. Our application process covers this issue as the applicant gives written consent at this time. Do not check references on any person that has not completed the application packet. *If in doubt, check with Human Resources to ensure the person has gone through this application process.*

Q: What do I do if the applicant indicates NOT to call his or her present or a former employer?

A: If the candidate is a finalist, you **MUST** call the candidate and explain that he or she is a finalist and for further consideration to hire him or her, you will need to call the person that they had marked NOT to contact. The applicant must be also informed that no final decision has been made to avoid the applicant from assuming that he or she will be hired.

Q: If I receive a negative evaluation on a candidate, should I immediately disqualify him or her?

A: No. While it is important to consider any negative comments carefully, they should not immediately disqualify the candidate from further consideration. There are two sides to every story. Should this situation arise, the best course of action is to ask for specific examples to support the negative comments and then check additional references...more than 3, if necessary. Formulate a question that asks about the deficiency. For example, if one employer says the employee had a problem with tardiness, ask other references if the candidate was prompt, dependable and able to meet deadlines.

Q: If my finalist is a current STC employee, should I contact his or her supervisor?

A: Yes, absolutely. Simply because an applicant is currently working for the College does not mean that reference checks may be waived. While dates of employment for current employees may be obtained from the Office of HR, reference checks must still be conducted with prior departments to verify job duties and performance.

Q: With whom should I share reference information?

A: Information obtained through reference checks should be held to the highest level of confidentiality. This information should only be accessible to individuals relevant to the recruiting and hiring process for the particular vacancy. These individuals may include the respective Dean's or Vice President's Office, the President, and the Director of Human Resources.

Section 6.2 Reference Checking (continued)

Q: What is “negligent hiring”?

A: Negligent hiring is a failure by a prospective employer to check references adequately or to gather relevant information on a candidate hired. Obtaining reference information is vital to ensure that a new employee does not repeat negative past behavior, and employers may be held liable for not adequately checking reference information.

Q: With concerns over liability, isn't it almost impossible to get a bad reference these days?

A: No. Although it is true that most references don't generally provide overtly negative comments, it is still possible to obtain information that is not positive. This may require you to evaluate the comments provided and compare them to the qualities, skills, and experience for which you are looking. For instance, if a reference states that the employee was a good worker, but not a good supervisor, he or she might be more appropriate for positions that do not have supervisory responsibilities.

Q: Some colleges/companies provide only basic information on a former or current Employee. Is this information useful?

A: Yes. Although obtaining a more ideal reference is someone who shares evaluative information, being able to confirm basic information provided on a resume or application is helpful. These reference checks such as dates of employment, job title, pay, and whether the employee is eligible for rehire. They also will allow you to determine the accuracy of the information provided.

Q: According to human resources industry experts, what percentage of resumes and applications contain material falsehoods?

A: One-third. With this in mind, reference checking is especially important and needed to verify information applicants have provided is accurate.

Please direct all questions regarding Reference Checks to the Director of Human Resources.

NOTE: The Employment Reference Check form is in Appendix 5

Section 7.0 Board Polices and Employment Law

ALIEN RESIDENT CANDIDATES

BOARD OF TRUSTEES POLICY # 4210

.....It is the policy of the College to fully comply with the Immigration Reform and Control Act of 1986. As such, the College is committed to employ only U.S. citizens and aliens authorized to work in the United States.....

.....The College shall not be a petitioner for any applicant or employee in obtaining a work permit unless otherwise bound by law to do so.....

.....If an alien applicant has been petitioned to work for another educational institution or a private company only, the College will comply with the Immigration Act, thus disallowing the applicant to work at the College, unless they obtain their own documents from the Immigration and Naturalization Service. The ability to provide the required documents remains solely within the responsibility of the applicant.....

It is vital that we comply with the Immigration laws, which prohibits any questions asked of a potential employee other than “do you have appropriate documents to work in the United States?” It is unfortunate that we cannot ask to see these documents BEFORE a job offer is made, however this is the law. It is IMPERATIVE that you allow ONLY the Office of Human Resources to complete this process and determine if indeed the person has the appropriate documentation.

If used with care and sensitivity, it is permissible to ask "ARE YOU ABLE TO WORK IN THE UNITED STATES ON AN UNRESTRICTED BASIS?"

Without exception, all search committee/department chair concerns regarding the legality of a new potential employee working for the College, should be immediately addressed to the Director of Human Resources or the HR Employee Relations Officer.

Section 7.1 GENERAL INFORMATION

Board of Trustees Policy # 4114:

Authorization to Conduct Background Checks

All applicants shall be required to sign an authorization form authorizing the College to conduct a background check including all credit, employment, criminal history, driving record, and other relevant information pertaining to the applicant.

Board of Trustees Policy #4113:

House Bill 1550, Access to Police Records

Employment of Applicants in Security Sensitive Positions

A criminal history records check is required on all applicants/employees being considered for employment or transfer to a "Security Sensitive" position. Security Sensitive positions shall be restricted to employees who handle currency, have access to financial information on a computer terminal, have access to a master key, or who work in an area of the College which has been designated as a Security Sensitive area. A Security Sensitive position shall be identified as such in the Job Description and Job Announcement.

Such records will be made by the applicant who will deliver such a record as a condition of employment. After such use the record will be shredded and/or disposed. All applicants shall be required to sign an authorization form permitting the College to conduct a background check including all credit, employment and other relevant information relating to the applicant.

Board of Trustees Policy #4115

Personnel Appointments

... .No employee of the College other than the President has any authority to make oral or written representations or agreements with any employee for employment for any specified length of time or for employee benefits....

All new hires are considered to be officially employed after they have completed the required hiring documents. Each individual shall report to the Human Resources Department, provide the necessary documents required by the Immigration Naturalization Service, present his/her social security documents for the College payroll system and complete all other new hire paperwork. When the orientation process is concluded, an Authorization to Work form will be given to the new employee allowing him/her to report to their respective Department and Supervisor.

(Policies in their entirety in Section 7.3)

Section 7.1 GENERAL INFORMATION (Continued)

Board of Trustees Policy #4153

Assistance to Faculty Whose Primary Language is Not English

.....Prior to the appointment of new faculty, the College will determine that the applicant's proficiency in oral and written communication in English is appropriate to the appointment. If a course (s) is to be taught in some other language, oral and written communication in the language will be determined to be appropriate based on the appointment.

Board of Trustees Policy #4820

Employment of Non-exempt Employees as Adjunct Faculty

Non-exempt employees of South Texas College may not be hired by South Texas College as adjunct faculty. This policy applies to all non-exempt employees, which includes: full-time, part-time, regular, temporary and part-time temporary employees.

Adjunct faculty may not be hired as non-exempt employees of the College with a start date prior to the end of their adjunct contract.

(Policies in their entirety in Section 7.3)

Section 7.2 MAJOR LAWS PROHIBITING EMPLOYMENT DISCRIMINATION

TITLE VII of the Civil Rights Act of 1964. as amended in 1972, 1978, and the Civil Rights Act of 1991.

The most prominent source of anti-bias employment rules is Title VII of the Civil Rights Act of 1964. It forbids discrimination in all areas of the employer-employee relationship, from advertisement for new employees throughout termination or retirement, on the basis of race, color, sex (including pregnancy, childbirth, or abortion), religion, or national origin.

The Civil Rights Act of 1991 included additional provisions to Title VII reversing or reinforcing certain U.S. Supreme Court decisions, damages for intentional discrimination and removal of exemptions for previously exempted employees of elected officials.

AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967 (ADEA) as amended.

It is unlawful to discriminate against employees or job applicants because of age when they are the age of 40 or older.

REHABILITATION ACT OF 1973

Discrimination based on a person's disability status is the target of the federal Rehabilitation Act of 1973, which applies to federal agencies and departments in the Executive Branch, private employers performing under federal contracts exceeding \$2300, and recipients of federal grants and federally-assisted programs.

AMERICANS WITH DISABILITIES ACT OF 1990

Discrimination based on a person's disability is prohibited in all personnel transactions by this Act; which applies to public and private employers with 15 or more employees.

TEXAS COMMISSION ON HUMAN RIGHTS ACT OF 1983. as amended

Prohibits discrimination in employment transactions because of race, color, national origin, religion, sex, age, or disability status by public and private employers in the State of Texas.

Section 7.3 SOUTH TEXAS COLLEGE

BOARD POLICIES RELATING TO HIRING NEW EMPLOYEES

POLICY NO.

4100	College Staffing Plan
4110	Filling of Vacancies
4113	Employment of Applicants in Security Sensitive Positions
4114	Authorization to Conduct Background Checks
4115	Personnel appointments
4120	Orientation of Employees
4151	Academic and Professional Preparation for Faculty
4152	Documentation of Official Transcripts for Full and Part-Time Faculty, Professional Support Staff and Administration
4153	Assistance to Faculty whose Primary language is not English
4154	Documentation of Education for Placement of Classified Staff on the Salary Schedule
4205	Equal Employment Opportunity / Affirmative Action
4206	Persons with Disabilities
4207	Age Discrimination
4210	Immigration Reform and Control Act of 1986
4211	Nepotism
4820	Employment of Non-Exempt Employees as Adjunct Faculty
4910	Employee Compliant Procedure

MANUAL OF POLICY

Title	College Staffing Plan	4100
Legal Authority	Approval Of The Board Of Trustees	
Date Approved By Board	Board Minute Order Dated November 9, 1995	

The Staffing Plan is the official document listing position titles, employees, and salaries for each fiscal year. It is prepared annually by the staff of the Office of Human Resources during the budget process and is presented for approval to the Board of Trustees with the budget. The Staffing Plan is compatible with Board-approved Wage and Salary Administration policies.

The Staffing Plan is not a contract between the College and any person listed on it, and neither the Staffing Plan nor any action taken by the Board of Trustees concerning it should be considered creating contract rights, expectations of continued employment, or a property interest for any person listed in the Staffing Plan.

MANUAL OF POLICY

Title	Filling of Vacancies	4110
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 9, 1995	

South Texas College seeks to fill each vacant position with the best qualified person available without regard to race, sex, age, color, religion, national origin or disability, and to comply with all statutory requirements relating to filling such vacant positions.

MANUAL OF POLICY

Title	Employment of Applicants in Security Sensitive Positions	4113
Legal Authority	House Bill 1550, Access to Police Records	
Date Approved by Board	Board Minute Order dated November 9, 1995	

A criminal history records check is required on all applicants/employees being considered for employment or transfer to a "Security Sensitive" position. Security Sensitive positions shall be restricted to employees who handle currency, have access to financial information on a computer terminal, have access to a master key, or who work in an area of the College which has been designated as a Security Sensitive area. A Security Sensitive position shall be identified as such in the Job Description and Job Announcement.

Such records check will be made by the applicant who will deliver such a record as a condition of employment. After such use the record will be shredded and/or disposed. All applicants shall be required to sign an authorization form permitting the College to conduct a background check including all credit, employment and other relevant information relating to the applicant.

MANUAL OF POLICY

Title	Authorization to Conduct Background Checks	4114
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order Dated November 9, 1995 As Amended by Board Minute Order Dated January 9, 1997	

All applicants shall be required to sign an authorization form authorizing the College to conduct a background check including all credit, employment, criminal history, driving record, and other relevant information pertaining to the applicant.

MANUAL OF POLICY

Title	Personnel Appointments	4115
Legal Authority	Approval of Board of Trustees	Page 1 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Minute Order dated April 8, 1998 As Amended by Board Minute Order dated December 20, 2001 As Amended by Board Minute Order dated May 15, 2003	

The President of the College or the President's designee(s) is (are) authorized to employ, set the terms of employment, terminate, suspend, and otherwise make personnel decisions concerning personnel for Board approved Staffing Plan and temporary positions. No employee of the College other than the President has any authority to make oral or written representations or agreements with any employee for employment for any specified length of time or for employee benefits.

Employees whose positions fall within the Executive, Administrative, Faculty, or Professional/Technical Support job classifications, with the exception of the College President, are employed on a one (1) year or less employment contract basis with no expectation of continued employment or property rights beyond the length of appointment.

Adjunct Faculty are employed on an as needed basis for a semester with no expectation of continued employment or property rights beyond the semester appointment.

Temporary full-time faculty are employed on an as needed basis for a semester or one (1) year with no expectation of continued employment or property rights beyond the appointment.

Grant funded employees are employed on an as needed basis for a one (1) year or less with no expectation of continued employment or property rights beyond the letter of appointment or timeline of the grant.

All employees whose positions fall within the Classified job classification are employed on a non-contractual, at-will basis, and any form authorizing employment of personnel will acknowledge the non-contractual, at-will nature of the position. These employees have no property rights in their employment.

Student employees are employed on a direct wage basis and as needed and have no property rights in their employment.

Any of the above-referenced employees may be regular or temporary employees. A regular employee is an employee whose position is included in the Staffing Plan adopted by the Board of Trustees in conjunction with the College's fiscal year budget. A temporary employee is an employee whose position is not included in the Staffing Plan but is otherwise provided for in the budget or with grant provisions.

MANUAL OF POLICY

Title	Personnel Appointments	4115
Legal Authority	Approval of Board of Trustees	Page 2 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Minute Order dated April 8, 1998 As Amended by Board Minute Order dated December 20, 2001 As Amended by Board Minute Order dated May 15, 2003	

All new hires are considered to be officially employed after they have completed the required hiring documents. Each individual shall report to the Human Resources Department, provide the necessary documents required by the Immigration Naturalization Service, present his/her social security document for the College payroll system and complete all other new hire paperwork. When the orientation process is concluded, an Authorization to Work form will be given to the new employee which allows him/her to report to their respective Department and Supervisor.

MANUAL OF POLICY

Title	Orientation of Employees	4120
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 9, 1995	

All new employees and employees newly eligible for benefits must report to the Office of Human Resources to participate in an employee orientation that covers, but may not be limited to, the following:

1. A brief history of South Texas College;
2. A discussion of some basic policies and procedures of the College;
3. A review of forms requiring the employee's signature, e.g., W-4, I-9;
4. A discussion of and enrollment in benefit plans offered by the College;
5. A discussion of Optional Retirement Programs (ORP) and the Texas Retirement System (TRS); and
6. Other State and College required information.

MANUAL OF POLICY

Title	Academic and Professional Credentials for Faculty	4151
Legal Authority	Approval of the Board of Trustees	Page 1 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Board Minute Order Dated December 16, 1999 As Amended by Board Minute Order dated August 19, 2004 As Amended by Board Minute Order dated August 21, 2008	

South Texas College recruits and employs the most competent faculty members qualified to accomplish the mission and goals of the institution.

When determining acceptable qualifications of faculty, the College will give primary consideration to the highest earned degree in the discipline in accordance with the guidelines listed below. The College will also consider competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. The College assumes responsibility for justifying and documenting the qualifications of its faculty.

The College has adopted the Commission Guidelines for Faculty Credentials, published by the Southern Association of Colleges and Schools for defining faculty qualifications:

- a. Faculty teaching general education courses at the undergraduate level:
 - doctorate or master's degree in the teaching discipline or a doctorate or master's degree with a minimum of 18 graduate semester hours in the teaching discipline.
- b. Faculty teaching associate degree courses designed for transfer to a baccalaureate degree:
 - doctorate or master's degree in the teaching discipline or a doctorate or master's degree with a minimum of 18 graduate semester hours in the teaching discipline.
- c. Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree:
 - a minimum of a bachelor's degree in the teaching discipline, or associate's degree and demonstrated competencies in the teaching discipline.
- d. Faculty teaching baccalaureate courses:
 - doctorate or master's degree in the teaching discipline or a doctorate or master's degree with a minimum of 18 graduate semester hours in the teaching discipline.

MANUAL OF POLICY

Title	Academic and Professional Credentials for Faculty	4151
Legal Authority	Approval of the Board of Trustees	Page 2 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Board Minute Order Dated December 16, 1999 As Amended by Board Minute Order dated August 19, 2004 As Amended by Board Minute Order dated August 21, 2008	

In addition, the College will hire faculty that meet or exceed the following minimum qualifications for Certificate and Developmental courses:

- a. Faculty teaching certificate courses that are not included in an associate degree:
 - certificate of completion and significant demonstrated work experience.
- b. Faculty teaching certificate courses that are included in an associate degree:
 - associate's degree and demonstrated competencies in the teaching discipline.
- c. Faculty teaching developmental courses:
 - bachelor's degree in the teaching discipline related to their teaching assignment and either classroom experience in a discipline related to their teaching assignment or graduate semester hours in education.

It is the responsibility of the Search Committee to recommend prospective full time regular faculty finalists to the respective Dean for consideration. The names of the recommended candidates are then forwarded to the Office of Human Resources for transcript evaluation and to document that the candidates meet the requirements as established by the Commission Guidelines for Faculty Credentials, published by the Southern Association of Colleges and Schools and the College policies and procedures regarding academic and professional credentials for faculty. Following the evaluation and documentation by the Office of Human Resources, the names of the final candidates are forwarded to the Vice President for Academic Affairs for final selection of the candidate.

All degrees earned by faculty and which fulfill the requirements of the Southern Association of Colleges and Schools Principles of Accreditation must be from a regionally accredited institution and the College is committed to recruiting and selecting faculty whose highest degree is earned from a broad representation of regionally accredited institutions.

Aside from the aforementioned guidelines which represent commonly-accepted good practice for the academic qualifications of faculty, the College concurs with the Commission on Colleges that qualifications other than academic credentials (or combined with credentials) may be appropriate for teaching particular courses. For this reason, the College has put in place procedures for the review of faculty qualifications when justifications are deemed appropriate.

MANUAL OF POLICY

Title	Documentation of Official Transcripts for All Employees	4152
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Board Minute Order dated August 21, 2003	

Official transcripts must be sent directly from the issuing institution to the College's Office of Human Resources to document compliance with Southern Association for Colleges and Schools (SACS) requirements, or for placement of the employee on the appropriate salary schedule, or to document that the employee meets the necessary educational requirements for the position. This policy applies to full and part-time employees. This requirement must be met before beginning employment with the College.

An extension for submitting the official transcripts may be granted in an emergency, provided copies of the transcripts are on file in the Office of Human Resources. Granting the extension is subject to the approval from the appropriate Dean or supervising Director, the appropriate Vice President and the Director of Human Resources. This extension cannot exceed beyond the first seven weeks of employment with the College. If an extension is granted, employment is contingent upon receiving the official transcripts.

MANUAL OF POLICY

Title	Assistance to Faculty Whose Primary Language is not English	4153
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 9, 1995	

It is the policy of South Texas College to comply with House Bill 638 of the Texas Legislature which has the purpose of assisting faculty members whose primary language is not English to become proficient in the use of English and ensuring that courses offered for credit are taught in the English language and that all faculty members are proficient in the use of the English language.

Prior to the appointment of new faculty, the College will determine that the applicant's proficiency in oral and written communications in English is appropriate to the appointment. If a course(s) is to be taught in some other language, oral and written communication in the language will be determined to be appropriate based on the appointment.

MANUAL OF POLICY

Title	Documentation of Education for Placement Of Classified Staff on the Salary Schedule	4154
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 25, 1996	

Official transcripts are required to be sent directly from the issuing institution to the College's Office of Human Resources to document compliance with the Board-approved classified staff pay plan. Classified staff must comply with the requirement to document all education listed on the employee's application and to satisfy requirements of the job announcement.

MANUAL OF POLICY

Title	Equal Employment Opportunity/ Affirmative Action	4205
Legal Authority	Texas Education Code and Other Statutory Provisions Regulating Higher Education	
Date Approved by Board	Board Minute Order dated November 9, 1995	

South Texas College is an equal employment opportunity/affirmative action employer. As an equal opportunity employer, the College shall not discriminate on the basis of race, color, creed, national origin, religion, age, sex, political affiliation, or physical disability. Discrimination is prohibited and the College will comply with all applicable College policies, and state and federal legislation.

As an equal opportunity employer, the College will appoint employees in full compliance with existing laws. Qualification guidelines for all positions will be published by the Office of Human Resources and shall be applied consistently and fairly to all applicants. "Qualified" is defined as having the requisite education, training, and/or skills required of the position as defined in the approved job announcement.

The College shall actively seek to increase the number of minority personnel through recruiting and other similar activities.

MANUAL OF POLICY

Title	Persons with Disabilities	4206
Legal Authority	Texas Education Code and Other Statutory Provisions Regulating Higher Education	
Date Approved by Board	Board Minute Order dated April 13, 1995 As Amended by Board Minute Order dated June 12, 1997	

South Texas College complies with Section 504 of the Rehabilitation Act of 1973 and with the Americans with Disabilities Act, and does not discriminate on the basis of a disability in the areas of admissions, accessibility, treatment, and employment. Individuals with disabilities, as defined under the law, who are otherwise qualified to meet the institution's academic and employment requirements will be provided with services and resources accordingly.

South Texas College shall not exclude from consideration of employment otherwise qualified applicants with a disability or disabilities because such applicants may require reasonable accommodations for known physical and mental impairments.

During any aspect of the employment process, including without limitation, hiring, promotion, transfer, training, evaluation, and compensation increases, the College shall consider the issues of a reasonable accommodation to the known physical or mental disability or disabilities of an otherwise qualified handicapped or disabled person.

South Texas College supports efforts in making the campus more accessible and encourages individuals with disabilities to participate in all activities. In compliance with regulations listed in Section 504, the College will designate an ADA compliance coordinator.

MANUAL OF POLICY

Title	Age Discrimination	4207
Legal Authority	Age Discrimination Employment Act as Amended in 1986 Article 5221K, VACS	
Date Approved by Board	Board Minute Order dated November 9, 1995	

South Texas College is committed to ensuring compliance with the Federal Age Discrimination in Employment Act Amendments of 1986 and with the Texas Commission on Human Rights Act (Article 5221K, VACS) which prohibits discrimination on the basis of age.

The net effect of both of these laws is that employees are not required to retire at any specific age and employees age 40 and over are protected from Age Discrimination.

MANUAL OF POLICY

Title	Immigration Reform and Control Act of 1986	4210
Legal Authority	Approval of the Board of Trustees	
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Minute Order dated April 8, 1998 As Amended by Board Minute Order dated January 18, 2001	

It is the policy of the College to fully comply with the Immigration Reform and Control Act of 1986. As such, the College is committed to employ only U.S. citizens and aliens authorized to work in the United States. College administrators or supervisors shall not discharge present employees or refuse to hire new employees based on foreign appearance or language. All applicants will be advised that if they are selected for employment, they will be required to present documents that will verify identity and eligibility to work in the United States in order to complete the required form I-9.

The original documents must be presented to the Office of Human Resources within three working days of employment. The requirements are the same for U.S. citizens and nationals as well as aliens authorized to work in the U.S.

The Office of Human Resources shall be responsible to review and verify the authenticity of the required documents in order to comply with the Immigration Act. The department shall retain these documents as required by law. The College shall not be a petitioner for any applicant or employee in obtaining a work permit unless otherwise bound by law to do so.

If an alien applicant has been petitioned to work for another educational institution or a private company only, the College will comply with the Immigration Act, thus disallowing the applicant to work at the College, unless they obtain their own documents from the Immigration and Naturalization Service. The ability to provide the required documents remains solely within the responsibility of the applicant

MANUAL OF POLICY

Title	Nepotism	4211
Legal Authority	Approval of the Board of Trustees	Page 1 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995	

No member of the Board of Trustees or President shall appoint, or vote for, or confirm the appointment to any office, position, or employment of any person related within the second degree by affinity (marriage) or within the third degree by consanguinity (blood) to the person appointing or voting, or to any other member of the Board when the salary, fees, or compensation of the employee is paid from public funds.

Members of the same family (spouse, siblings, or parents, and children) or immediate household members may be employed by the College except under the following circumstances:

1. When one member of a family would be responsible for institutional decisions involving possible direct benefit (including initial appointment, retention, promotion, salary, leave of absence, etc.) to another member of the same family; or
2. When one member of a family would be responsible for supervising, evaluating, or auditing the work of another member of the same family.

In those instances in which one member of a family is excluded from employment by the College pursuant to this policy, the family members shall have the right to decide which member will continue in employment with the College. If, however, the family members fail to make the necessary decision within a reasonable time, the College shall use a neutral standard to determine which family member will continue in employment with the College.

When circumstances or relationships conflict or threaten the best interests of the College, the President may make transfers and/or reassignments as needed.

Pertinent Information

Article 5996a., V.A.C.S., prohibits the appointment or employment of an individual related to the appointing officer within the second degree by marriage (affinity) or within the third degree by blood (consanguinity).

The method of computing degrees of relationship is the civil law method. Two persons are related to each other by consanguinity if one is a descendant of the other or if they share the same ancestor. An adopted child is treated as a natural child of the adoptive parent where applicable. The degree of relationship by consanguinity between a person and the person's descendant is determined by the number of generations that separate them. If a person and the person's relative are related by consanguinity, but neither is a descendant from the other, the degree of relationship is determined by adding the number of generations between the person and the nearest common ancestor of the person and the person's relative, and the number of generations between the relative and the nearest common ancestor

MANUAL OF POLICY

Title	Nepotism	4211
Legal Authority	Approval of the Board of Trustees	Page 2 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995	

Two persons are related to each other by affinity if they are married to each other or the spouse of one of the persons is related by consanguinity to the other person. Termination of a marriage by divorce or the death of a spouse terminates relationships by affinity created by that marriage unless a child of that marriage is living, in which case the marriage is treated as continuing to exist as long as a child of that marriage lives.

A husband and wife are related to each other in the first degree by affinity. For other affinity relationships, the degree of relationship is the same as that by consanguinity, i.e., if A and B are related to each other in the second degree by consanguinity, then A's spouse is related to B in the second degree by affinity.

Relatives within the third degree by consanguinity include the person's:

- parent or child (relatives in the first degree);
- brother, sister, grandparent, or grandchild (relatives in the second degree); and
- great-grandparent, great-grandchild, aunt who is a sister of a parent of the person, uncle who is a brother of a parent of the person, nephew or niece who is a child of a brother or sister of the person (relatives in the third degree).

Relatives within the third degree by affinity include:

- anyone related by consanguinity to the person's spouse in one of the ways named under 1, 2, or 3 of that section; and
- the spouse of anyone related to the person by consanguinity in one of the ways named under 1, 2, or 3 of that section.

An exception to the nepotism provision is made if the relative of the officer or institution head, who is related within the second degree by affinity (marriage) or within the third degree by consanguinity (blood), has been continuously employed for 30 days, if the officer/member is appointed as in the case of members of the Board of Trustees.

When a person is allowed to continue in an office or employment because of an exception to the nepotism rules, the appointing official cannot participate in deliberations or voting on the change in status, compensation, or dismissal of that person unless the actions apply to a class or category of employees and not just to the individual.

If, and in the event, this policy is determined to be in conflict with the laws of the State of Texas as defined in Article 5996h, then in that event, the statute shall control. All other terms and provisions of this policy and procedure shall remain in full force and effect as modified by the change in Article 5996h and only that portion in conflict will be deemed inoperative.

MANUAL OF POLICY

Title	Employment of Non-Exempt Employees as Adjunct Faculty	4820
Legal Authority	Approval of Board of Trustees	
Date Approved By Board	Board Minute Order Dated November 25, 1996	

Non-exempt employees of South Texas College may not be hired by South Texas College as adjunct faculty. This policy applies to all non-exempt employees which includes: full time, part time, regular, temporary and part time temporary employees.

Adjunct faculty may not be hired as non-exempt employees of the College with a start date prior to the end of their adjunct contract.

MANUAL OF POLICY

Title	Employee Complaint Procedure	4910
Legal Authority	Approval of the Board of Trustees	Page 1 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Board Minute Order dated June 17, 1999	

Employee complaints concerning wages, hours, working conditions, job assignments or interpretations of College policies will be considered pursuant to the provisions of this policy for all College employees. An employee has the right to present a complaint individually or through a representative, selected and compensated by the employee. No employee will be penalized, disciplined or prejudiced for exercising the right to file and pursue a complaint. Employees and administration are encouraged to resolve complaints through open communication and informal processes; however, the steps listed below are provided to resolve complaints that require a more structured procedure for resolution.

The steps to the procedure are as follows:

1. An employee shall informally present the complaint in writing to the employee's immediate supervisor for discussion, consideration, and resolution within 20 working days from the date the employee becomes aware or should have been aware of the action which is the subject of the complaint.
2. If the complaint is not resolved by the immediate supervisor within 10 working days following receipt of the complaint by the supervisor, the employee may present to the appropriate next level supervisor a written request for a formal review of the complaint. The request should be delivered by the employee to the next level supervisor and include a copy of the complaint, reasons for the requested review, documents offered in support of the complaint and a suggested resolution. That supervisor shall provide a written decision on the matter within 10 working days of receipt of the complaint.
3. If the decision of the next level supervisor is not acceptable to the complainant, the employee has two options from which to choose in the procedure's next step. The employee has 10 working days to carry out one of the two options listed below:

Option One: The employee must deliver the complaint in writing with the description of the concern, reasons for the review, documents offered in evidence, and a suggested remedy to a review committee. As part of the written complaint, the employee should indicate whether he/she wishes to appear in person before the committee. The appropriate Vice President will select and convene the committee (see step #4). The Committee will provide a hearing on the matter within 10 working days of receipt of complaint. The Committee will make a written recommendation to the appropriate Vice President within 10 working days after the close of the hearing.

Or

MANUAL OF POLICY

Title	Employee Complaint Procedure	4910
Legal Authority	Approval of the Board of Trustees	Page 2 of 2
Date Approved by Board	Board Minute Order dated November 9, 1995 As Amended by Board Minute Order dated June 17, 1999	

Option Two: The employee may deliver the complaint in writing with the description of the concern, reasons for the review, documents offered in evidence, and a suggested remedy to the appropriate Vice President for resolution. The referral will contain a clear and concise statement of why the respective decision was not acceptable to the complainant.

4. Should Option One be selected, the Vice President will appoint a committee composed 2 administrators and 3 employee representatives [2 of whom should be selected from the same employee category as the employee making the complaint (i.e., faculty; administrative support; custodial; etc.)]. To ensure an impartial committee, no committee member will have any connection to the subject of complaint. Should the complainant have any concern about a particular committee member, the complainant should express this concern in writing to the appropriate Vice President. The committee's responsibility will be to review the complaint and accompanying materials and to issue a written recommendation to the appropriate Vice President within 10 working days of the close of the hearing. The committee may hear evidence, examine documents and question witnesses as part of its fact finding. Prior to any hearing, both sides will receive a complete set of all documents.
5. The appropriate Vice President will provide a written decision on the matter within 10 working days of receipt of the complaint if Option One was exercised and/or the committee's recommendation if Option Two was exercised.
6. The employee may refer complaints not satisfactorily resolved by the appropriate Vice President in writing to the President. The referral must be made within 10 working days of the date of the decision by the appropriate Vice President. The referral shall contain a clear and concise statement detailing the reason(s) the Vice President's decision was not acceptable to the complainant.
7. The President shall, within a reasonable time, not to exceed 20 working days following receipt of the referral, issue a written decision, which shall be mailed to the employee. The decision of the President is final and there are no further appeals.

This policy will be followed except where the employee believes there has been a sexual harassment or other harassment or illegal activity by a co-worker or supervisor. In that situation, the complainant may select another College administrator to receive and handle the complaint.

The provisions of this policy do not extend into a due process procedure. The policy is an internal procedure designed to provide employees with the opportunity to address complaints. This policy may be amended from time to time.

***Note: Disciplinary actions and non-renewal of appointment letters are covered under the Disciplinary Documentation Procedure.**

APPENDIX 1
PERSONNEL REQUISITIONS

APPENDIX 2
JOB DESCRIPTIONS SAMPLES

SOUTH TEXAS COLLEGE

Job Description

Job Title: COORDINATOR OF LEARNING SUPPORT
Department: Center for Learning Excellence
Reports To: Director of Center for Learning Excellence
FLSA Status: Nonexempt
Prepared Date: August 16, 2006; Revised June, 2010

SUMMARY

Coordinates and supervises various designated programs at the Center for Learning Excellence (CLE) including the Supplemental Instruction program and the CLE Student Success Workshop Series. Develops curricula and administers training for tutors and SI Leaders district-wide. Promotes CLE programs and services through the creation and presentation of promotional literature and materials.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

1. Coordinates and supervises the activities of the Supplemental Instruction program district-wide
2. Recruits, interviews, and makes hiring recommendations for Supplemental Instruction Leaders district-wide and develops evaluation plan
3. Trains Supplemental Instruction Leaders district-wide in study skills development, tutoring methods, and student engagement topics
4. Organizes, schedules, and promotes Student Success Workshop Series
5. Assists CLE Director in creating and implementing tutor training plan integrating approved methodologies of learning support
6. Coordinates organized study groups for students on assigned campuses and maintains records of these sessions
7. Represents CLE in communicating with faculty and staff for the development of training and enrichment activities for tutors and SI Leaders
8. Tracks usage and gathers data on programs under direct supervision including Supplemental Instruction and Workshop Series
9. Assists CLE Director in the development and implementation of a district-wide marketing plan for CLE programs and services
10. Maintains detailed records of programmatic activity and prepares monthly campus CLE activity report for the CLE Director
11. Oversees accurate pay documentation and submits timecards and paperwork for all SI Leaders and Workshop Presenters
12. Assists with the supervision and management of CLE staff when needed
13. Assists CLE Director in conducting program evaluation of academic support programs
14. Performs other duties as assigned

QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Ability to supervise and train large groups of tutors
2. Excellent communication skills, both oral and written; strong presentation skills
3. Excellent interpersonal skills and demonstrated understanding of quality customer service
4. Excellent organizational skills
5. Ability to use Microsoft Word and Excel to create reports
6. Experience with gathering data and statistical research and reporting
7. Demonstrated ability to interpret assessment information and apply results
8. Commitment to the community college philosophy of education

9. Demonstrated understanding of the needs of at-risk, underprepared, and non-traditional college students in a diverse, multi-cultural student population
10. Flexible work schedule and transportation to travel to other campus sites; must have current valid Texas Driver's license and proof of liability insurance

EDUCATION and/or EXPERIENCE

*Master's degree preferred; related field such as Education, Math, or English, preferred. Bachelor's degree required.

*Relevant work experience required; experience working with students in an educational setting preferred

LANGUAGE SKILLS

Ability to read, analyze, and interpret related periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of students, faculty, staff, and the general public.

PHYSICAL DEMANDS The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel and talk or hear. The employee frequently is required to stand, walk, and sit. The employee is occasionally required to reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

WORK ENVIRONMENT The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

South Texas College Job Description

Job Title: BUDGET CONTROL SPECIALIST
Department: Business Office
Reports To: Budget Coordinator
FLSA Status: Nonexempt
Prepared Date: September 12, 1999; Revised March 27, 2001; Revised October 3, 2005;
Revised April, 2007; Revised November, 2009

SUMMARY

This position shall maintain accurate budget records for the college's Human Resource System (computerized personnel/payroll system); process all changes to salary and benefits budget and analyze accounts before processing budget changes.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

1. Maintains accurate budget records in the College's Human Resource System and Financial Records System
2. Enters initial budget, budget transfers and employees' position control information
3. Responsible for entering all changes as upgrades or downgrades in positions or budget changes related to salaries in HRS
4. Creates and generates required reports and analysis related to this function
5. Assists with registration and day to day functions of the Business Office
6. Answers inquiries related to the salary and benefits budgets
7. Maintains good record keeping and documentation
8. Ensures audit trail on all transactions
9. Responsible and accountable for all tasks and responsibilities assigned
10. Performs other duties as assigned

QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Knowledge of principles and practices of accounting and auditing
2. Effective written and oral communication skills
3. Excellent interpersonal and organizational skills
4. Ability to analyze problems, identify alternative solutions, project consequence of proposed action and implement recommendations in support of goals
5. Establish and maintain cooperative-working relationships with those contracted in the course of work
6. Demonstrated commitment to the community college philosophy of education

EDUCATION and/or EXPERIENCE

BBA degree with a major in Accounting or related field
Previous work experience in a similar work environment, preferred

LANGUAGE SKILLS

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of students, customers or employees of organization.

REASONING ABILITY

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

PHYSICAL DEMANDS The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel and talk or hear. The employee frequently is required to sit. The employee is occasionally required to stand, walk, and reach with hands and arms. Specific vision abilities required by this job include close vision, distance vision, and ability to adjust focus.

WORK ENVIRONMENT The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

South Texas College Job Description

Job Title:
Department:
Reports To:
FLSA Status:
Prepared Date:

SUMMARY

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

SUPERVISORY RESPONSIBILITIES

QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- 1.
- 2.
- 3.
- 4.
- 5.

EDUCATION and/or EXPERIENCE

LANGUAGE SKILLS

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of students, customers or employees of organization.

PHYSICAL DEMANDS The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk and sit. The employee is occasionally required to stand. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and ability to adjust focus.

REASONING ABILITY

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

WORK ENVIRONMENT The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

APPENDIX 3
APPLICATION FOR EMPLOYMENT

APPENDIX 4
APPLICATION SELF-IDENTIFICATION OF TEACHING
DISCIPLINE CREDENTIAL

APPENDIX 5
REFERENCE CHECK FORMS

APPENDIX 6
CREDENTIAL REVIEW FORM

APPENDIX 7
LEGAL INTERVIEW QUESTIONS

LEGAL INTERVIEW QUESTIONS

(APPROPRIATE FOR ALL APPLICANTS)

THE MOST IMPORTANT GUIDELINE IS THAT ALL QUESTIONS MUST BE WORK OR JOB RELATED. **DO NOT, ABSOLUTELY UNDER ANY CIRCUMSTANCES, ASK ANY PERSONAL QUESTIONS.** Please refer to the section “Interviewing Protected Class Candidates.”

Begin interviews with a few warm words to put the interviewee at ease....

1. Tell us why you are interested in this position.
2. Tell us about your work history (i.e. Positions and responsibilities).

If not given sufficient information from #2, then ask:

3. What were your duties in your last job?
4. Why did you leave your last job (or previous job)?
5. What are some of your reasons for seeking employment with South Texas College?
6. How would you describe yourself as a worker?
7. What aspects of a job are important to you?
8. What kinds of things are you hoping to avoid in a job?
9. Of all the positions you have had, which did you like best? Why?
10. Of all the positions you have had, which did you like least? Why?
11. If you could have changed things in your past job, what would you have changed?
12. What part of the job did you feel you did particularly well?
13. What things were difficult to do?
14. How does the position for which you are applying related to what you have done in the past?
15. What do you think your most recent supervisor would say about your job performance?
16. What do you consider your biggest challenge will be if you are selected for this position?
17. In the last year, what have you done to develop your skills?
18. Tell us about your computer skills (or other technical skills, as appropriate to the position).
19. Do you have any customer service experience? i.e. with other departments/customers/faculty/members/students and, if so, describe a difficult situation and how you handled it.
20. What do you do to get a job or project completed? (referring to overtime, etc.)
21. What additional information do you think we should have that would help us evaluate you for this position?
22. What questions do you have for us?

APPENDIX 8
EXAMPLE FACULTY INTERVIEW QUESTIONS

EXAMPLE FACULTY INTERVIEW QUESTIONS

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty member be split, and into what areas?
7. What changes have you brought to the teaching of your courses?
8. How would you go about being an advocate and resource for the use of technology in the teaching and teaming process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where would this position fit into your career development goals?
12. How would you define “good” teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you could use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved over the past few years?
16. How would your background and experience strengthen this academic department?
17. How do you adjust your style to the less-motivated or under-prepared student?

IF ASKED OF ONE CANDIDATE, ANY PROMPT QUESTIONS SHOULD BE ASKED OF ALL CANDIDATES FOR THE SAME POSITION.

APPENDIX 9
SUMMARY OF INTERVIEW RESULTS

APPENDIX 10
AFFIRMATIVE ACTION COMPLIANCE STATEMENT

APPENDIX 11
SEARCH COMMITTEE SIGNATURE FORM

APPENDIX 12
NOTICE OF EMPLOYMENT

APPENDIX 13
REPORT TO WORK AUTHORIZATION

APPENDIX 14
GLOSSARY

GLOSSARY

AFFIRMATIVE ACTION – South Texas College has an Affirmative Action Plan which requires the College to make additional efforts to recruit, hire, and promote underrepresented groups within each classification.

APPLICANT – An Applicant is a person who has completed the application procedure necessary to be considered for a position.

CANDIDATE – A Candidate is an Applicant who has met the minimal qualifications for the opening and will remain a part of the applicant pool for the search committee screening process.

CLASSIFIED STAFF – Staff persons who work in a non-exempt status according to the Fair Labor Standards Act. Classified employees shall receive overtime pay for all work performed over 40 hours per week.

DIVERSE WORKFORCE – The College's goal is to include qualified individuals in the workforce regardless of race, color, national origin, religion, gender, disability or age.

EQUAL OPPORTUNITY – Equal Opportunity requires total elimination of all existing discriminatory conditions at the College, whether purposeful or inadvertent.

EXEMPT STAFF – Administrative personnel, professional/technical support and faculty are exempt from overtime pay according to the Fair Labor Standards Act.

INITIAL SCREENING (PRE-SCREENING) – The initial screening is a method used for eliminating those applicants who have not provided the requested information needed by the search committee to review the applications properly, or who have not met minimum qualifications.

NATIONAL SEARCH – The job opening is advertised in publications that will be available throughout the United States.

PART-TIME STAFF – Part-time employees work less than 40 hours per week and are paid accordingly. In addition, some employees are eligible for partial benefits according to the Board of Trustees Policies # 4306 and # 4308.

PROFESSIONAL/TECHNICAL STAFF – Staff persons who are not administrators or faculty but are employed in positions that are exempt from the Fair Labor Standards Act.

REGIONAL SEARCH – The job opening is advertised throughout the Rio Grande Valley region.

SEARCH COMMITTEE SCREENING – The second (search committee screening) is more qualitative in character than the initial (Human Resources pre-screening) and is used to determine the degree to which the applicant has met or exceeded the criteria established by the committee.

APPENDIX 15
STATEMENT OF CONFIDENTIALITY FOR SEARCH
COMMITTEE

APPENDIX 16
HUMAN RESOURCES ADVERTISING GUIDELINES

The following are the standard guidelines used by the Office of Human Resources to advertise positions:

All Full-Time Positions:

- Job postings are advertised internally and in the McAllen Monitor newspaper
- Job postings are advertised in other local newspapers depending on the location of job opening and difficulty of securing an adequate pool of qualified candidates

Faculty and Administrative Positions:

Job posting may be advertised in the additional resources:

- Chronicle of Higher Education
- Job banks
- CCollegeJobs.com website
- Higheredjobs.com website
- InsideHigherEd.com
- Universityjobs.com
- AcademicCareers.com
- Equal Opportunity Employment Journal
- Government Offices
- Employment Training Services Offices
- Affirmative Action Register
- The Hispanic OUTLOOK in Higher Education
- Other publications identified by the Administrator and/or Director of Human Resources

APPENDIX 17
LIST OF EVALUATION SERVICES

Current NACES® Members (January, 2009)

(Page 1 of 2)

Academic Evaluation Services, Inc.

11700 N 58th Street G & H
Tampa, FL, 33617
Phone: (813) 374-2020
Fax: (813) 374-2023
email: info@aes-edu.org
<http://www.aes-edu.org>

Center for Applied Research, Evaluations, & Education, Inc.

P.O. Box 18358
Anaheim, CA 92817
Phone: (714) 237-9272
Fax: (714) 237-9279
email: eval_caree@yahoo.com
<http://www.iescaree.com>

Education International, Inc.

29 Denton Road
Wellesley, MA 02482
Phone: (781) 235-7425
Fax: (781) 235-6831
email: edint@gis.net
<http://www.educationinternational.org>

Educational Credential Evaluators, Inc.

P.O. Box 514070
Milwaukee, WI 53203-3470
Phone: (414) 289-3400
Fax: (414) 289-3411
email: eval@ece.org
<http://www.ece.org>

Educational Perspectives, nfp.

P.O. Box 618056
Chicago, IL 60661-8056
Phone: (312) 421-9300
Fax: (312) 421-9353
email: info@edperspective.org
<http://www.edperspective.org>

Educational Records Evaluation Service, Inc.

601 University Avenue, Suite 127
Sacramento, CA 95825
Phone: (916) 921-0790
Fax: (916) 921-0793
email: edu@eres.com
<http://www.eres.com>

Evaluation Service, Inc.

333 W. North Avenue, #284
Chicago, IL 60610
Phone: (847) 477-8569
Fax: (312) 587-3068
email: info@evaluationservice.net
<http://www.evaluationservice.net>

Foreign Academic Credential Service, Inc.

P.O. Box 400
Glen Carbon, IL 62034
Phone: (618) 656-5291
Fax: (618) 656-5292
<http://www.facsusa.com>

Foreign Credential Service of America

1910 Justin Lane
Austin, TX 78757-2411
Phone: (512) 459-8428 (Local)
Phone: (877) 553-4285 (Toll-Free)
Fax: (512) 459-4565
Email: info@fcsa.biz
<http://www.fcsa.biz/>

Foundation for International Services, Inc.

14926 - 35th Avenue West
Suite 210
Lynnwood, Washington 98087
Phone: (425) 248-2255
Fax: (425) 248-2262
email: info@fis-web.com
<http://www.fis-web.com>

Current NACES® Members (January, 2009)

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Global Credential Evaluators, Inc.

P.O. Box 9203
College Station, TX 77842-9203
Phone: (512) 528-0908
Fax: (512) 528-9293
email: gce@gceus.com
<http://www.gceus.com> or
<http://www.gcevaluators.com>

International Academic Credential Evaluators, Inc.

P.O. Box 2465
Denton, TX 76202-2465
Phone: (940) 383-7498
Fax: (940) 382.4874
email: staff@iacei.net
<http://www.iacei.net>

International Consultants of Delaware, Inc.

P.O. Box 8629
Philadelphia, PA 19101-8629
Phone: (215) 222-8454 ext. 510
Fax: (215) 349-0026
email: icd@icdel.com
<http://icdel.com>

International Education Research Foundation, Inc.

P.O. Box 3665
Culver City, CA 90231-3665
Phone: (310) 258-9451
Fax: (310) 342-7086
email: information@ierf.org
<http://www.ierf.org>

Josef Silny & Associates, Inc. International Education Consultants

7101 S.W. 102 Avenue
Miami, FL 33173
Phone: (305) 273-1616
Fax: (305) 273-1338
Fax: (305) 273-1984 (Translations)
email: info@jsilny.com
<http://www.jsilny.com>

SpanTran Educational Services, Inc.

7211 Regency Square Blvd., Suite 205
Houston, TX 77036-3197
Phone: (713) 266-8805
Fax: (713) 789-6022
email: info@spantran-edu.org
<http://www.spantran-edu.org>

World Education Services, Inc.

P.O. Box 5087
Bowling Green Station
New York, NY 10274-5087
Phone: (212) 966-6311
Fax: (212) 739-6100
email: info@wes.org
<http://www.wes.org>

