

This manual has been prepared to provide Screening Committees and College Administration with a standardized selection process that reflects its commitment to equal employment opportunities and compliance with federal and state employment laws and legislation.

The intended purpose of this manual is to cover the complete selection process and outline the specific responsibilities of all the parties involved in the employment process. Although comprehensive, there will be times when additional information will be needed. The Human Resources Office should be contacted for guidance, information, and updates of policies and procedures and pertinent employment laws and legislation to ensure that fair play and good employee relations are followed throughout the selection process.

EQUAL EMPLOYMENT OPPORTUNITY

Lee College shall not fail or refuse to hire or discharge any individual, or otherwise discriminate against any individual, with respect to compensation, terms, conditions, or privileges of employment because of the individual's race, color, religion, sex, national origin, or disability. Nor shall Lee College limit, segregate, or classify its employees or applicants for employment in any way that would deprive or tend to deprive an individual of employment opportunities or adversely affect the status as an employee because of the individual's race, color, religion, sex, national origin, or disability.

Lee College shall not discriminate in employment as set out above because an individual is age forty (40) or above.

Lee College shall not discriminate against a qualified individual with a disability in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, job training, or other terms, conditions, or privileges of employment. Discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability, unless Lee College can demonstrate that the accommodation would impose an undue hardship on the operation of the college.

In addition to the above, Lee College's Equal Employment Opportunity policy includes the following items: ADA and Title IX Compliance Coordinator, notice under the Americans with Disabilities Act, definitions related to individuals with disabilities, reasonable accommodation, and undue hardship.

AUTHORITY TO HIRE

The Board of Regents has the legal authority and duty to appoint or employ agents, employees, and officials as deemed necessary or advisable to carry out any duty, power, or function of the Board; to employ a president, deans, and other administrative officers; and, upon the President's recommendation, to employ faculty and other employees of the college. The President shall recommend to the Board faculty and other contract personnel to be employed. The appropriate Dean shall recommend the best candidates for a position to the President.

SCREENING COMMITTEE AS A HIRING PRACTICE

Screening Committees shall be used for Faculty, Administrative, and Administrative Support positions. Screening Committees are not required for other types of positions. The appropriate Dean is responsible for the selection and recommendation to the President for Secretarial/Clerical/Technical positions. In some instances, however, the appropriate Dean may use a screening committee for Secretarial/Clerical/Technical positions. In these instances, the same committee process will be followed.

The screening process involves evaluating applicants and determining which applicants best meet the requirements of a position. The decision is based upon a set of objective criteria which the appropriate dean

and/or the President believe must be present in order for the job to be performed satisfactorily. The chance of making a poor hiring decision is greatly reduced when appropriate methods of evaluation and selection are utilized.

Where applicable, when a vacancy arises that requires the use of a Screening Committee and the time for selection is critically short, the appropriate Dean may recommend a Letter of Appointment (LOA) until the screening/selection process can be completed. A Letter of Appointment (LOA) does not give the individual preference toward any regular, full-time position.

MAJOR STEPS IN THE SCREENING COMMITTEE PROCESS

1. Notification of Available Position

The process of selecting faculty or staff begins once a personnel need and the budgetary support to fill an existing or newly created position has been determined by the appropriate Dean and/or the President. The Division Chair, in consultation with the appropriate Dean, prepares an online "Notification of Available Position." Once the "notification" is approved by the appropriate Dean, the President, and the Vice President of Finance and Administration, the Human Resources Office is authorized to post and advertise the position.

2. Appointment of the Search Committee

The President, in consultation with the appropriate Dean, will appoint members of the Screening Committee and its Chair in writing. Screening Committees should be made up of five (5) to seven (7) members with the option of additional members being included where deemed appropriate. Screening Committees for Faculty and Administrative positions will be comprised of professional (Faculty and/or Administrative) employees. In addition, in an effort to promote diversity among Lee College employees, every screening committee will include at least one (1) ethnic minority, and every faculty Screening Committee will include a member from the opposite instructional area. Every effort should be made to increase diversity on the committee by considering such factors as gender, age, and disability. *Individuals who are not Lee College employees shall not serve on committees.*

The screening committee should be formed and charged prior to the closing date for applications.

3. Position Announcement

The Human Resources Office will prepare and post the position announcement. Employment criteria shall be clearly defined in the position announcement and must be objective and directly related to the job to be performed and to essential duties related to the position. The announcement must distinguish between requirements and preferences. The announcement will identify the required application materials to be submitted, including a cover letter, resume, copies of transcripts, contact information on three (3) professional references, foreign transcripts evaluation, and where desired, a statement of teaching philosophy. The announcement will also contain information concerning the starting date and information on beginning compensation. A closing date, a statement that the closing date is to be determined, or a statement that the vacancy shall remain open until the position is filled will be included.

The position announcement shall reflect the institution's commitment to equal employment opportunity to encourage a diverse applicant pool. The Human Resources Office may advertise in appropriate local, national, and professional publications to enlarge the pool of candidates. Once a position is advertised, it should be acted on in a timely fashion.

4. The Applicant Pool

Applications shall be reviewed by the Human Resources Officer to ensure that the individuals included for interview meet the minimum advertised criteria for the position in terms of education and applicable work experience. If questions arise regarding course and/or degree equivalence or other questions of interpretation, the appropriate Dean should be consulted. The Human Resources Officer will verify compliance with college, state, and federal requirements.

In screening and selecting applicants, Screening Committees should look at the total person and what he or she has to offer regarding knowledge, skills, and abilities. Qualifications for the job should be the determining factors throughout the process.

5. Screening Committee

The Screening Committee will act on behalf of the institution to evaluate credentials, conduct employment interviews, and recommend candidates to the appropriate Dean and the President. All work of the committee must be conducted in strictest confidence. However, Screening Committees may choose to allow access to teaching demonstrations, but not interviews or committee meetings, to Lee College employees not serving on Screening Committees.

6. Recommendation for Employment

Upon the final decision of the President to recommend a prospective employee to the Board, the appropriate Dean should initiate the "Faculty/Administrative Recommendation" form. The appropriate Dean will sign the form as "Recommending;" the President will sign the form "Approving;" and the Human Resources Officer will sign the form, signifying that the proper salary grade and step has been assigned. This form, along with the "President's Check-Off List for New Hires" and the prospective employee's credentials will be forwarded to the President for inclusion in the Board packet.

VERIFICATION OF CREDENTIALS, REFERENCES, AND PAST EMPLOYMENT

Previous employment references are checked a total of three (3) times.

1. The Screening Committee initiates the process by checking references prior to submitting the names of finalists for the position to the appropriate Dean. This check ensures that each candidate sent forward for an interview with the appropriate Dean is a viable applicant. Credentials and transcripts should be evaluated to ensure that the individual meets the minimum SACS educational requirements. If questions come up in this regard, the appropriate Dean should be consulted.
2. The appropriate Dean, once his/her interviews are complete, shall check the employment references of the candidate(s) being recommended to the President. This check will include evaluation and verification of the individual's academic credentials. This check allows the Dean the opportunity to learn valuable information about the candidate(s) to support the recommendation of the finalist(s).
3. The Human Resources Officer makes a final reference check. Employment history and credentials are checked in addition to a criminal history check and verification of the accreditation of the institution from which the highest degree is attained.

APPROVAL FOR EMPLOYMENT

Once the documentation for employment recommendations are completed and signed, the candidate's name shall be placed on the next Agenda for Board approval. Candidates for Faculty, Administrative, or Administrative Support positions shall not start to work without Board approval.

Candidates for Secretarial/Clerical/Technical or Classified Staff positions shall not start to work without the appropriate signatures on the "Approval to Hire" form.

EMPLOYEE STARTING DATE

The Human Resources Office shall notify the appropriate Dean or his/her designee once the recommended new employee has been approved for employment. The appropriate Dean shall determine a start date which will be noted on the "Approval to Hire" or on the "Faculty/Administrative Recommendation."

NEW EMPLOYEE ORIENTATION

After employment has been approved, and the prospective new employee accepts the employment offer, the new employee shall be placed on the payroll and provided orientation on benefits and policies by the Human Resources Office staff.

TRAVEL/RELOCATION REIMBURSEMENT

Lee College will reimburse a maximum of \$350 of actual documented travel expenses to a maximum of five (5) candidates per job position who travel from at least 250 miles away for an initial job interview. The college will reimburse 100% of documented travel expenses for subsequent interview trips requested by the college. Lee College does not reimburse relocation expenses for new employees.

TRANSCRIPTS

An official transcript is defined as one that has been received directly from the issuing institution. Receipt may be by mail or through mutually approved electronic media. All mailed documents must bear the college seal, date, and appropriate signature. All electronically transmitted documents must be received in accordance with standard protocol procedures established by the participating parties. Transcripts received that do not meet these requirements should not be considered official and should be rejected for permanent use.

The definition of "official transcript" was endorsed by the Texas Association of Collegiate Registrars and Admissions Officers on November 3, 1993.

An authentic, official transcript will be sent or transmitted directly from the issuing institution. A mailed transcript will bear the correct institutional seal and signature from the issuing institution. An official transcript will be recently dated.

The burden of acceptance for all forms of documentation lies with the recipient; it is the recipient who ultimately determines whether the document is official for their purposes.

A transcript contains all essential academic data such as dates of attendance, courses taken, grades and credits awarded, degrees received. It may also contain a record of previous institutions attended, participation in honorary societies, and information related to the student's current status in the institution.

Records which may have been in the hands of students or other parties are considered not official. Letters, grade reports, diplomas, and graduation lists are also considered not official.

When reviewing transcripts, consider the following:

- Was the document mailed or transmitted directly from the issuing institution?
- If mailed, was the document received in a sealed institutional envelope using an institutional postage meter (rather than a stamp)?
- If transmitted, were the proper protocol procedures followed?
- If mailed, is there a Registrar's signature and an institutional seal?
- If transmitted or mailed, was the document received in the proper format?
- Does the document have recent date of issue?
- Are the records submitted or received consistent with the person's academic/employment background and with your personal knowledge of the candidate?

If you have questions telephone the Registrar's Office of the issuing institution to verify the dates of attendance, degrees granted, and honors received. Write for more details or return the actual document (or a copy) to the issuing institution for verification. If you receive a document other than an official transcript, ask

the person to request that an official transcript be sent to you directly. Do not return suspect documents to the individual, they will be necessary should legal action be required.

Under the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment), this information is being released to you on the condition that you will not permit any other party to have access to such information without the written permission of the student.

DETECTING FRAUDULENT CREDENTIALS

1. Check the envelope the document arrives in before opening it for the following:

- Does the envelope have the college's return address and/or logo pre-printed on it?
- Is the envelope postmarked from the correct point of origin?
- Does the envelope have an institutional meter mark instead of a postage stamp?
- Was it mailed directly from the college's Records Office?

Note: If upon checking the envelope you answer "NO" to one or more of these questions, you are probably dealing with an unofficial copy of the college's transcript. You may be dealing with a fraudulent record.

2. Check the document carefully for the following information and format:

- Does the document have a recent date on it?
- Is there a clear signature, name stamp, or facsimile signature on the document?
- Does the document have a clear impress, emboss, background, or laser seal on it?
- Does the seal indicate the same college as the document?
- Are the style and type fonts consistent throughout the document?

Note: If you answered "NO" to one (1) or more of these questions, you should be suspicious of the document's origin and validity. If you answered "NO" to one or more of the questions on the envelope and to one (1) or more questions on the document, you may be dealing with a fraudulent record.

3. The best protection from credentials fraud is to call the college's Records Office and ask for verification of the student's attendance. College personnel are allowed under the Family Educational Rights and Privacy Act (FERPA) to verify the semesters of attendance, the number of hours taken each semester, and any degrees that the student may have earned. This is usually enough information to determine if the record is fraudulent or not. A long distance call is a lot cheaper than replacing an employee that is burdening the institution by not performing at the level that his/her fraudulent credentials would indicate as acceptable.

Note: Most colleges use security paper in an effort to combat fraudulent credentials. Security paper has subdued background that usually indicates "copy", "unofficial copy", or "official" when xeroxed or other reproduction methods are used. Such copies, as well as copies which indicate "issued to student", should never be accepted as official.

FOREIGN TRANSCRIPTS

Applicants who receive their degrees outside of the United States are required to have their transcript(s) evaluated by an approved educational evaluation service. This evaluation must be at the candidate's own expense prior to being considered for employment by Lee College.

STATEMENT OF PHILOSOPHY

In accordance with standard hiring practices at colleges across the United States, a Screening Committee composed of Lee College employees will be formed in each discipline or division in which a vacancy exists. This committee will have the responsibility to evaluate credentials, conduct employment interviews, screen applicants, and make employment recommendations to the appropriate Dean and the President. This process will be conducted consistently with existing state and federal laws and Lee College policy. In order to preserve a professional image, all work of the committee will be conducted in strict confidence. However, Screening Committees may choose to allow access to teaching demonstrations to Lee College employees not serving on the Screening Committee.

Effective selection involves the appropriate Dean, President, Human Resources/EEO/AAP Office, Division Chair, and Screening Committee working together as a team. Each individual on the team plays an integral part in ensuring a quality hiring process is followed - a process that will secure the most appropriate candidate for the position.

Since Lee College highly values the candidate selection process, it should be given priority status. Specifically, the President, Deans, Division Chairs, Human Resources Office, and Screening Committees should act in a timely manner.

RESPONSIBILITIES OF COLLEGE PRESIDENT

- Assess the need for additional/replacement personnel.
- Approve the online "Notification of Available Position".
- Appoint the Screening Committees in consultation with the appropriate Dean.
- Send letters requesting professional employees to serve on committees.
- If a position has been delayed, notify the Human Resources Officer in a timely manner.
- Conduct final interview of candidate(s). Make final employment decision.
- Make applicable employment recommendation to Board.

RESPONSIBILITIES OF DEAN

- Refer all inquiries regarding the selection process to the Human Resources Office.
- In consultation with the division chair, assess the need for additional/replacement personnel.
- If a position has been delayed, notify the Personnel Officer in a timely manner.
- In consultation with the Personnel Officer and division chair, define the qualifications for the position and draft/update the position description.
- In consultation with the division chair, initiate and complete the "Notification of Available Position," secure appropriate signatures, and forward to the President.
- Consult with the President regarding the composition of the screening committee.
- The appropriate dean may meet with screening committees regarding academic and instructional issues.
- Review application materials of all candidates to be interviewed to verify that they meet the minimum advertised criteria for the position. Notify screening committee chair of any concerns or objections in a timely manner.
- Authorize the reimbursement of a maximum of \$350 for travel expenses to a maximum of five (5) candidates per position who travel from at least a 250 mile distance for the initial interview.
- Ensure that all copies of application materials are returned to the Personnel Office.
- Ensure that the committee narrows the applicant pool to a maximum of five (5) candidates per position for interview, and makes its recommendations through fair and equitable procedures.

- Conduct interviews of candidate(s) recommended by the screening committee and make appropriate recommendations to the President.
- Upon final employment recommendation, generate the "Faculty/Administrative Recommendation" form for approval by the President prior to making the employment recommendation to the Board.

RESPONSIBILITIES OF DIVISION CHAIR/DIRECTOR

- Refer all inquiries regarding the selection process to the Human Resources Office.
- In consultation with faculty/professional employees in the division, assess the need for additional/replacement personnel, define the position requirements, draft the position description, and recommend action to the appropriate Dean.
- Where appropriate, make preliminary contacts to screen for potential candidates at professional conferences and/or appoint a designee to do so.
- In consultation with the appropriate Dean, generate online "Notification of Available Position" and secure appropriate signatures.
- If serving on Screening Committee, work with members to conduct telephone conferences, review applications, and select a maximum of five (5) candidates for interview per job position.
- If serving on Screening Committee, work with members to conduct employment interviews.
- Upon final employment decision, work with Screening Committee Chair to prepare all materials necessary for Faculty/Administrative Recommendation form; forward to appropriate Dean and Human Resources Officer for completion and signatures. Ensure these documents are forwarded to the President's Office for presentation to the Board.

RESPONSIBILITIES OF SCREENING COMMITTEE CHAIR

- Refer all inquiries regarding the selection process to the Human Resources Office.
- Where appropriate, make preliminary contacts to screen for potential candidates at professional conferences and/or appoint designees to do so.
- Appoint or direct the committee to elect a secretary to maintain minutes. Minutes of the Screening Committee meetings should include what items were discussed, but not the opinions of individual members.
- Work with the committee to develop a tentative timeline to guide the screening process.
- Conduct or appoint one (1) or more committee members to conduct the initial screening. In order for applicants to be considered for a position, they must meet the minimum advertised requirements as stated in the position announcement. "Degrees in progress" are not to be considered if an academic degree is required for the position. If questions arise regarding course and/or degree equivalence, or other questions of interpretation, the appropriate Dean should be consulted. If applicants have not submitted all application requirements requested in the position advertisement, they can be contacted to supply the missing documentation only if this is done for all applicants who have omitted a specified requirement.
- Notify Human Resources Office of all candidates eliminated from consideration.
- Work with committee to develop a list of questions and suggested topics for writing assignments to be asked of all candidates. Forward list of questions and suggested topics for writing assignments to Human Resources Officer for approval prior to any interviews being conducted.
- Work with the committee to review applications/resumes and conduct telephone interviews as necessary to limit the applicant pool to the maximum of five (5) candidates to be interviewed per position.
- Send application materials of finalists to Division Chair (if he/she is not serving on the committee) and to the appropriate Dean or the Human Resources Officer for their review.
- Work with committee to schedule interviews, carefully planning all aspects of campus visits, especially logistics and scheduling.
- Notify the appropriate Dean, Division Chair, and Human Resources Officer of interview schedule, time, and place.

- Request that Human Resources Officer send applications, copy of benefits, travel reimbursement form, Employee Handbook, and self-addressed, stamped envelope in which to return application to all candidates selected for interviewing.
- Ensure that the Lee College application is completed prior to the interview. The completed application may be brought to the interview.
- Work with committee to conduct videotaped interviews including teaching demonstrations for faculty candidates. All candidates should be asked the same questions during the interview. However, follow-up questions are permissible.
- Work with committee to administer writing assignments to all candidates from topics selected from their teaching discipline or area of expertise.
- Conduct reference checks to verify employment dates, job performance, etc.
- Work with committee to determine candidates for recommendation to the Division Chair (if he/she is not serving on the committee), the appropriate Dean, and the President. Guidelines outlining how candidates may be ranked are included in Section IV of the manual as options for use by members of the Screening Committee.
- Upon final employment decision, work with Division Chair to prepare all materials necessary for Faculty/Administrative Recommendation form. Forward materials to the appropriate Dean, Division Chair, and the Human Resources Officer for completion and signatures.
- Complete the "President's Check-Off List for New Hires".
- Original applications/resumes should not leave the Human Resources Office. Following the Board's approval of hire, return to the Human Resources Office or destroy all copies of candidates' application materials.

RESPONSIBILITIES OF SCREENING COMMITTEE

- Refer all inquiries regarding the selection process to the Human Resources Office.
- Where appropriate, make preliminary contacts to screen for potential candidates at professional conferences.
- Work with Committee Chair to elect/appoint a secretary who will maintain minutes of all meetings. Minutes of the Screening Committee meetings should include what items were discussed, but not the opinions of individual members.
- Work with Committee Chair to develop a tentative timeline to guide the screening process.
- Work with Committee Chair to conduct the initial screening. In order for applicants to be considered for a position, they must meet the minimum advertised requirements as stated in the position announcement. "Degrees in progress" are not to be considered if an academic degree is required for the position. If questions arise regarding course and/or degree equivalence, or other questions of interpretation, the appropriate Dean should be consulted. If applicants have not submitted all application materials requested in the position advertisement, they can be contacted to supply the missing documentation only if this is done for all applicants who have omitted a specified requirement.
- Work with Committee Chair to review applications/resumes and conduct telephone interviews as necessary to screen applicant pool to the maximum of five (5) candidates to be interviewed per position.
- Work with Committee Chair to develop a list of questions and suggested topics for writing assignments to be asked of all candidates.
- Work with Committee Chair to invite candidates for interview. Ensure that all communications to candidates portray a quality, professional image of the institution. Carefully plan all aspects of campus visits, especially logistics and scheduling.
- Work with Committee Chair to conduct interviews including a required videotaped teaching demonstration for faculty candidates. All candidates should be asked the same questions during the interview. However, follow-up questions are permissible.
- Work with Committee Chair to administer writing assignments to all candidates from topics selected from their teaching discipline or area of expertise.

- Work with Committee Chair to determine candidates for recommendation to the appropriate Dean and the President. Guidelines outlining how candidates may be ranked are included in Section IV of the manual as options for use by members of the Screening Committee.

RESPONSIBILITIES OF HUMAN RESOURCES OFFICER

- Prepare and post "Position Announcements," using job criteria provided in the online "Notification of Available Position" for faculty and for non-instructional personnel. Provide copies to the appropriate Dean and Division Chair for review prior to posting.
- Place job advertisements in appropriate local, state, national, and trade publications.
- Mail "Position Announcements" to Black and Hispanic Educational Access committees, to appropriate colleges and universities, and to professional organizations and publications which might reach a diverse pool of qualified candidates.
- Receive and "log" applications; acknowledge receipt of application materials in writing and send to all applicants a *Statistical Data Form* with a postage paid, self-addressed return envelope.
- Communicate with candidates by telephone or mail at all key points during the search process. Ensure that all communications to candidates portray a quality, professional image of the institution.
- Review application materials to ensure all candidates selected for interview meet the minimum advertised job criteria. Discuss in a timely fashion any questions of interpretation with the appropriate Dean.
- Function as a non-voting member of all Screening Committees to ensure compliance with college, state, and federal requirements.
- Meet with committee members prior to the closing date for applications to "charge" them regarding their responsibilities in the screening process with respect to current laws and guidelines.
- Provide all committee members with access to the *Employment Procedures Handbook*.
- Review and approve all interview questions submitted by the committee prior to any interviews being conducted.
- Notify candidates if a position is not filled or is delayed and is to be re-advertised.
- Upon advisement of the Screening Committee, notify all applicants who do not meet minimum qualifications of the status of their application.
- Review any application materials of finalists that are forwarded to the Human Resources Office by the Screening Committee; report back to Screening Committee Chair in a timely manner if there are objections to any of the finalists being interviewed.
- Human Resources Officer may sit in on interviews with finalists as schedule allows.
- Ensure that the proper Lee College application form is completed prior to interviews being conducted. Completed application may be brought to the interview.
- Ensure that all employment materials are prepared for Board approval.
- Extend formal, written employment offer subject to policies and procedures (and Board approval on all appointments requiring a contract).
- Notify all applicants who were not chosen for the position that the position has been filled.
- Place new employees on the payroll and enroll them in all benefit programs; ensure that all employment papers are completed and that all credentials are on file.
- As appropriate, prepare employment contracts, and secure appropriate signatures.
- Respond to all inquiries regarding the selection process.
- Authorize the reimbursement of a maximum of \$350 of documented travel expenses to no more than five (5) candidates per job position.

CONTINGENCY PLANS

If the selected candidate declines the employment offer or if after interviewing the candidates in the first round the committee decides to consider additional candidates, the Screening Committee will re-convene, and may:

- Recommend another candidate.

- Review the applications and select additional candidates for the interview process.
- Repeat the screening process.
- Re-advertise the position (a) immediately or (b) at a later date.

EMPLOYMENT OF CLASSIFIED STAFF (SECRETARIAL/CLERICAL/TECHNICAL AND MAINTENANCE/CUSTODIAL EMPLOYEES)

National advertising is not necessary for Classified Staff (non-exempt employees). However, a similar screening process as outlined above may be utilized for Secretarial/Clerical/Technical positions.

The Division Chair/Director will assess the need for additional/replacement personnel. An online "Notification of Available Position" will be completed and approved by the appropriate Dean and the President.

The Human Resources Officer will post and advertise the position. The position announcement will specifically state posting dates.

The Division Chair/Director will review all applications received and will interview no more than five (5) candidates, conduct reference checks, and make recommendations to the appropriate Dean. The appropriate Dean will interview the recommended candidates, and make a recommendation to the President. The President will make the final employment decision.

The Division Chair/Director will initiate the "Approval to Hire" form and will, in consultation with the Human Resources Officer, determine the correct salary placement on the scale. No candidate will begin work until the "Approval to Hire" has been signed by the appropriate Dean, Human Resources Officer, Vice President of Finance and Administration, and the President. Travel reimbursements will not be made to candidates for classified positions.

EMPLOYMENT BY LETTER OF APPOINTMENT (LOA)

"Letters of Appointment" (LOA) are defined in the Lee College Board of Regents Policy DDA (local), as "Appointment of personnel by the President, for terms as specified in the Letter of Appointment".

Letters of Appointment (LOA) apply only to administrative and instructional personnel and are to be used only in cases of emergency and for employees working with grants. Letters of Appointment (LOA) are not to be used for long-term employment, to replace "contract" positions, nor to circumvent the "contract" employment procedure. Letters of Appointment (LOA) are to be used only in the following employment contexts:

- Interagency contracts with state and federal units (i.e. Texas Department of Criminal Justice). In these situations, the committee process will be utilized.
- Emergency situations as defined by the President of Lee College.
- On a full-time basis, as defined by Policy DJ (local), teach courses of anticipated duration of one (1) academic year or less. Should the courses extend beyond one (1) academic year, the committee process will then be considered. This does not give the individual on a Letter of Appointment (LOA) preference to the contract position.
- Salaries are funded by external or "soft" money.

Employment on a Letter of Appointment (LOA) does not require Board approval.

Individuals hired on Letter of Appointment (LOA) cannot enter contract status until the full employment process has been conducted. The employee hired on a "letter" may apply for the position in competition with all other candidates, but "courtesy" interviews are not to be automatically granted. The "letter" does not give the employee preference to any contract position. The employee acknowledges this understanding by way of signature of the "Letter" which states this explicitly.

PART-TIME EMPLOYMENT

It is not necessary to advertise for part-time employees if a sufficient "applicant pool" is available. However, the position may be advertised locally. Part-time employees will compete with all other candidates for advertised full-time positions and are not to be automatically offered "courtesy" interviews.

Part-time faculty must meet the same credential requirements as full-time faculty.

Part-time employment is for a maximum of 19.5 hours per week, and employees in this job category are not eligible for college benefits.

Because of Internal Revenue Service (IRS) regulations, once a student is employed in a part-time position, he/she will no longer be eligible to work as a Student Assistant.

Ranking Candidates

Many Screening Committees have found that using numerical rankings for candidates has facilitated the selection process. The two (2) options that follow are procedures that have been used. They are presented here as possibilities for the consideration of Screening Committees.

OPTION # 1

- Step One** After reviewing application materials and making notes on the candidates, each member of the Screening Committee independently ranks his or her top ten candidates from one (1) to ten (10) with a rank of one (1) going to the most preferred candidate.
- Step Two** The committee meets to compare rankings. The Committee Chair compiles a master list of all candidates who appear on more than one (1) committee member's list, noting the number of votes each applicant receives and narrowing the master list to the ten (10) candidates who receive the most votes. The committee members then reexamine those candidates' application materials and independently rank the applicants who appear on the master list, again using the scale of one (1) to ten (10).
- Step Three** The ranking of each of the ten (10) candidates is tallied and then averaged. For example, Candidate A received ranking 3, 4, 4, 3, 2, 5, and 2. These figures are added together and divided by the number of committee members (which in this example is 7). Thus, the average ranking of this candidate is 23 divided by 7 = 3.29. Candidate B received rankings of 2, 1, 3, 2, 4, 6, and 1, for an average ranking of 19 divided by 7 = 2.71. Since a lower number indicates a more preferred candidate, Candidate B, in this example, is in the more favorable position.
- Step Four** After all ten (10) candidates on the master list are ranked, committee members contact the top five (5) applicants to set up on-campus interviews. If there are major discrepancies between rankings, the committee may vote to conduct telephone interviews or conference calls with five (5) to ten (10) candidates before inviting the final five (5) to campus.
- Step Five** After interviewing the top five (5) candidates, each member of the Screening Committee independently ranks the candidates, and the ranking are tallied and averaged as before. The committee then decides how many names to forward to the Dean and the President.

OPTION # 2

Screening Committees may choose to use a numeric system for ranking candidates who meet the minimum criteria for a position. The numeric system would be based upon specific qualifications to be determined by

members of the Screening Committee. Each qualification would be assigned a percentage weight in terms of its importance and relevance to the position.

Committee members would then individually rank the candidates from one (1) to five (5) (1 being the lowest ranking) on each qualification. The individual rankings would be multiplied by the weighted percentage to obtain an overall ranking for each qualification. Overall rankings would then be added together for a total ranking of the candidate.

Committee members may then compare their individual rankings as a basis for voting for the most desirable candidates.

Example: Position # 1

Qualification	Weight	x	Individual Ranking	=	Overall Ranking
Experience with distance education	40%		3		1.20
Teach a second field	25%		5		1.25
Exceptional teaching skills	25%		4		1.00
Experience with Developmental Education	10%		5		.50
				Total	3.95

Example: Position # 2

Qualification	Weight	x	Individual Ranking	=	Overall Ranking
Coaching at college level	30%		3		.90
Instructor at college level	30%		4		1.20
Fund-raising experience	20%		1		.20
Supervise paraprofessionals	10%		2		.20
Experience with adaptive programs	10%		2		.20
				Total	2.70

QUESTIONS AND TECHNIQUES FOR INTERVIEWING APPLICANTS

Samples of generic questions and techniques covering typical interview situations with which Screening Committees may become involved are listed below. These generic questions and techniques are intended as guidelines for committees to use or modify as seen fit.

INTERVIEWING APPLICANTS FOR EMPLOYMENT

Please review these important interviewing techniques prior to conducting the employment interview:

- Think first and carefully about what you want to accomplish in the interview. Use a job description and the application/resume to plan the interview before talking with the applicant. Determine the specific requirements of the job and the points you want to cover. Briefly let the applicant know your plan; then guide him/her through the process.
- Provide quiet, uninterrupted interview conditions. Put the applicant at ease. Encourage confidence through a relaxed manner. Begin with easy-to-answer questions, but don't waste time by asking questions already answered in the application/resume.

- Avoid snap judgments. Avoid letting your personnel prejudices influence your evaluation. Listen. Be sure the applicant does 60 - 75% of the talking. Listen some more. Put an awkward silence to good use; the applicant may volunteer more information to fill the void.
- Interviewers should avoid the temptation to psychoanalyze. Instead, concentrate on facts. Obtain information that can be verified, such as names, dates, salary, accomplishments and skills.
- Focus on acquiring information on knowledge, skills, and abilities in areas that parallel your job requirements. Identify job-related patterns of success. Check past job success. If former jobs were successful and were relevant to the one you are offering, chances are the applicant's experience with you will be the same.
- Avoid going overboard on education. While it is important which school the applicant attended, or what grades were received, it is not a sure-fire indicator that the applicant will be a winner (or loser).
- Provide information about the job, organization and conditions of employment. Before ending the interview, be sure the applicant has complete understanding and realistic expectations of the job and the organization. Record facts ascertained during the interview.

INTERVIEW QUESTIONS FOR ANY POSITION

Career Goals

If you were hired, where do you see yourself five (5) to ten (10) years from today?

Stress

Give me an example of what an organization should do to cushion or prevent the effects of stress from a job. How would you handle the need to juggle priorities or projects?

Motivation

What should a manager do to motivate others? Why does it sometimes fail?
What is your definition of success?

Goal Orientation

Do you think management by objectives works? How do you adjust to working under a goal setting program?
How do you define management by exception?
How do you (or how should) your supervisor monitor the progress of assignments and projects?

Attendance/Punctuality

When do you feel it is necessary to work overtime?
What would your last supervisor or manager say about your attendance or punctuality?
How many times would he/she say you were absent or late within the past year?
Are there any reasons why you cannot work the hours required by the job?

Creativity and Innovation

Which have you preferred to work with: a set, planned day or a day you created for yourself? Why?

Problem Solving/Analytical Skills

How do you go about setting priorities for your time?
What information or technical support has helped you succeed on the job?
What process do you follow in solving problems?
What methods do you use to make decisions? Please give me an example of your approach.
In your last job what kinds of decisions did you have authority over? Describe the degree of authority you had over these decisions.

Ability to Learn

How do you keep up with changes in technology (terminology, information) in your field?
What would you expect from us to get you oriented or trained in this position?

Dependability

What do you consider the three (3) most impressive tangible contributions an employee can make to his/her employer?
What do you think an employee owes his/her employer?
What are the three (3) to four (4) bottom line (most critical) ways an employer can measure success of an employee?

Organization, Attention to Detail, and Time Usage

How do you feel a meeting should be organized to be most effective?
Do you like to juggle a lot of activities at the same time or do them one at a time?
How do you keep track of your own paperwork, schedules, etc.? Explain.
How do you decide what you should work on next?
How do you monitor things which need your attention?

Interpersonal Communication Skills

What sorts of things do you feel are important for an employee to share with a manager? And vice versa?
What kind of performance feedback do you feel is important for an employee to receive?
How do you persuade other to get what you want?
What role do you usually take in a group meeting or discussion? What are the advantages of that role?
What does the "open door" policy mean to you? Do you think it works?

Conflict

What should a manager do to minimize conflict at work? How much should he/she get involved in solving it?
How would you confront someone at work should it become necessary?
When (co-workers, students, vendors, customers) get angry at you, how do you usually react? How do you solve the problem?
What is the best way to handle problems and complaints that arise on the job?

Cooperation

How do you get cooperation from co-workers, vendors, student, suppliers, etc.?
Which problems do you feel are appropriate to bring to your manager?
Would you rather work on a team or on your own?
What do you require from a supervisor?

Previous Employment

Tell me about your last (or current) position.
What were (are) your major responsibilities in your previous (current) position?
What type of software/equipment have you used in your employment?
Are you doing a good job in your present (former) position? How do you know?
What do you expect your previous employers to say about you when we call them for references? Why?

INTERVIEW QUESTIONS FOR ADMINISTRATIVE AND SUPERVISORY POSITIONS

Decision Making

At which point do you find it necessary to bring others into your decision-making process? Why?
Describe your approach to making decisions and solving problems. Why do you approach it this way?
When you recommend something to management, what approach do you usually use?
How do you assemble relevant data to make your decisions? How do you know when you have enough data?
How much leeway do you give your employees to make decisions? How do you still maintain control?

Administration

What areas are within your sphere of responsibility in your current (previous) position?

How do you make sure that you know what is happening (problems, changes, etc.)?

How do you make sure that your employees are accountable?

What operating systems do you use to monitor and maintain control of your area accountability?

What do you typically do when you hear of a problem in your area? Explain.

How useful have you found written procedures and guidelines in helping you manage your area?

Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?

Writing Skills

When you have to write letters or memos, how do you usually get started?

How do you keep track of incoming and outgoing correspondence?

What do you think is important to document? How do you document it?

What do you see as the difference in writing strategy for a report vs. a memo vs. a letter?

Financial

What responsibility do you have for budgeting? What budgeting method do you use?

Leadership

How would describe the difference between leadership and management?

How do you get others to follow you?

How do you use power of authority to get what you want done?

How do you delegate responsibility for an assignment? Who do you choose, what and how do you delegate and what do you do to monitor and follow up?

How often do you evaluate your employees?

How do you get employees involved in their own evaluation?

Evaluating Performance

What do you do to insure objectivity when you evaluate the work of others?

What sort of performance standards have you held employees to? Were they written?

How often do you evaluate your employees?

How do you get employees involved in their own evaluation?

How do you evaluate the overall performance of your department/division?

When you evaluate someone's performance verbally, what approach do you take?

How do you plan for performance improvements?

How do you measure performance in your area?

How do you measure your own performance?

Employee Relations

How do you go about developing the people you manage?

How do you help your employees become committed to a job or to the organization?

How do you deal with an "attitude" problem?

How often do you think it is necessary to meet with your employees?

How have you handled "complainers"?

How do you deal with an employee who needs to be disciplined? Explain your strategy.

What sort of employee training do you think it is necessary to offer?

How would you handle a personnel situation which might have a potential legal impact?

How do you develop trust and loyalty in your employees?

Planning

How far in advance do you typically plan activities for yourself and your employees?

How do you assess priorities? How do you then assign them?

Organizational Relationships

How would you deal with "politics" in the work place?

What would you describe as an effective staff meeting? Ineffective?

How do you typically get cooperation from someone in another department?

Have you had to make oral presentations to other managers? Explain.

INTERVIEW QUESTIONS FOR FACULTY POSITIONS

What is your teaching philosophy?

How do you define the educational philosophy of the community college and that of a four-year institution?

What can you bring to Lee College that is uniquely yours?

What kinds of techniques have you found to be effective?

Take us through an assignment.

Describe your grading criteria.

Are you familiar with the composition of our student body?

Describe your relationship with/to your students.

Tell us how you keep current in your field.

In the last year, what have you done to develop professionally?

What is your view of the relationship between faculty and administration?

INTERVIEW QUESTIONS FOR CLERICAL POSITIONS

Assertiveness

How would you handle a boss who gave you assignments without complete instructions?

How would you handle a situation where you found mistakes on an assignment someone else gave to you to type and/or process?

How would you minimize interruptions on the job?

Independence and Initiative

How do you organize your typical workday?

How do you begin a complex assignment?

What do you do when you have "down" time at work² those times when the work slows down? Please be specific.

What sort of directions do you want from a supervisor? Do you like detailed instructions, or would you prefer to have just the highlights? Do you want them in writing?

Business Writing/Editing

How much rewriting do you usually do when working on someone's proposal/report?

When typing or data entry, what sorts of mistakes can you catch quickly and correct for the original writer?

When typing a document, what things do you feel comfortable changing without needing to check with the one who have assigned the work to you? Which do you feel is necessary to ask about before changing or rewriting?

What type of letters, memos, etc. can you set-up and write "from scratch"? What formats or forms have you had experience working with?

How much writing have you done from general instructions or notes? Explain.

Handling Pressure

How do you deal with tight deadlines?

How would you deal with people who have angered or frustrated you?

How would you handle a situation where someone is pressuring you for their work to be completed?

Prioritizing Work

How do you prioritize your work? How well does this work?

If you have a situation where several people gave you assignments - all due very quickly - how would you handle the situation?

Attention to Detail

Do you prefer to see a project through from beginning to end, or just do a part of it?

Walk me through how you set up and complete a job (job specific) assignment? What are the most important trouble spots you anticipate?

How do you rate yourself on proofreading or correcting the work of others? How would your current or previous supervisor rate you?

Internal Relations

What type of things should be kept confidential? Would this be a problem? How would you handle co-workers who ask too many questions regarding confidential or sensitive information?

How would you handle a conflict situation with a co-worker?

SUPERVISOR'S CHECKLIST FOR PRE-EMPLOYMENT INTERVIEWS

The guidelines for pre-employment interviews listed below are intended as an aid to supervisors and managers in ensuring that objective criteria are used in evaluating a job applicant's qualifications. In general, supervisors should make sure that all interview inquiries are job related and represent business necessity. If it is not job related, don't ask.

It is appropriate for a supervisor to discuss institutional or departmental organizational structure and general policies regarding compensation with a job applicant during an interview. Supervisors should not, however, make promises or guarantees regarding length of employment, pay treatment, or promotions.

ILLEGAL AND LEGAL INTERVIEW QUESTIONS

Inquiry Area	Illegal Questions	Legal Questions
Name	Have you ever used another name?	What is your maiden name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and education record? If yes, please explain.
Age	How old are you? When did you graduate from _ University? What is your birth date?	Are you over the age of 18?
Citizenship/National Origin	Are you a U.S. citizen? Where were you/your parents born? What is your "native tongue"?	Are you authorized to work in the United States? What languages do you read, speak, or write fluently? <i>(This question is okay, as long as this ability is relevant to the performance of the job.)</i>
Race, Color, Appearance	What is your race? What color are your eyes, complexion, etc.?	None
Sexual Orientation	Inquiries about sexual orientation. Inquiries revealing stereotypes for certain sexual orientation (i.e. why do you wear an earring?)	None

Organizations/Affiliations	To what clubs or social organizations do you belong?	<p>List any professional or trade groups or other organizations that you belong to that you consider relevant to your ability to perform this job?</p> <p>Please list job-related organizations, clubs, professional societies, or other associations to which you belong – you may omit those which indicate your race, religious creed, color, disability, marital status, national origin, ancestry, sex or age.</p>
Marital/Family Status	<p>What's your marital status? Who do you live with? Do you plan to have a family? When? How many kids do you have? What are your child care arrangements?</p>	<p>Would you be willing to relocate if necessary?</p> <p>Travel is an important part of the job. Would you be willing and able to travel as needed by the job? <i>(This question is okay, as long as ALL applicants for the job are asked it.)</i></p> <p>This job requires overtime occasionally. Would you be able and willing to work overtime as necessary? <i>(Again, this question is okay as long as ALL applicants for the job are asked it.)</i></p>
Religion	<p>What religion are you? What church do you belong to? What religious days do you observe? Does your religion prevent you from working weekend or holidays?</p>	Statement by employer of regular days, hours, or shifts to be worked.
Disabilities	<p>Do you have any disabilities? Please complete the following medical history. Have you had any recent or past illnesses or operations? If yes, list and give dates. What was the date of your last physical exam? How's your family's health? When did you lose your eyesight? How?</p>	<p>Are you able to perform the essential functions of this job with or without reasonable accommodations? <i>(This question is okay if the interviewer has thoroughly described the job.)</i></p> <p>Can you demonstrate how you would perform the following job-related function?</p>
Criminal Record (Arrests and Convictions)	Have you ever been arrested?	Have you ever been convicted of _____? <i>(The crime should be reasonably related to the performance of the job in question.)</i>
Military Record	If you've been in the military, were you honorably discharged?	<p>In what branch of the Armed Forces did you serve?</p> <p>What type of training or education did you receive in the military?</p>
Personal Information	<p>How tall are you? How much do you weigh?</p>	Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job? <i>(Questions about height and weight are not acceptable unless minimum standards are essential to the safe performance of the job.)</i>

Credit Rating or Garnishment	Have your wages ever been garnished? Have you ever declared for bankruptcy?	None (Only if the job requires significant financial responsibility or access to cash or funds. In most cases, no question is acceptable.)
Health	How is your (or your family's) health?	None

FEDERAL & STATE LEGISLATION RELATING TO EMPLOYMENT

The comprehensive term "employment" includes practices for recruiting, selecting, assigning, retaining, and separating employees. Each of these activities has been significantly affected by laws and regulations designed to eliminate discrimination on the basis of race, religion, color, gender, age, national origin, or physical or mental disability.

Following are some of the laws and executive orders that require compliance by Lee College:

TITLE VII OF THE CIVIL RIGHTS ACT OF 1964, AS AMENDED

This is the primary federal law with respect to discrimination in employment. It specifically prohibits such discrimination on the basis of race, color, religion, gender, or national origin. The law further prohibits any employment practice which

- a.) Results in a failure or refusal to hire any individual "because of such person's race, color, religion, gender, or national origin",
- b.) Results in discharge of any individual "because of such person's race, color, religion, gender, or national origin,
- c.) Differentiates between individuals with respect to compensation, terms, conditions, or privileges of employment "because of such person's race, color, religion, gender, or national origin,
- d.) Limits, segregates, or classifies employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect such person's employment status because of such person's race, color, religion, gender, or national origin.

PREGNANCY DISCRIMINATION ACT

The Pregnancy Discrimination Act became effective October 13, 1978, amends Title VII of the Civil Rights Act and makes illegal any employment practice or policy that denies equal employment opportunity to applicants or employees because of pregnancy, childbirth, or related medical conditions. It also requires disabilities caused by pregnancy, childbirth, or related medical conditions to be treated in the same manner as are other disabilities under any health or disability insurance or sick leave program.

TITLE IX OF THE EDUCATION AMENDMENTS OF 1972, AS AMENDED

This law requires that no person in the United States shall, on the basis of gender, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving any federal financial assistance.

EQUAL PAY ACT

This Act was enacted in 1973 as an amendment to the Fair Labor Standards Act. It requires equal pay for males and females who perform equal work on jobs that require equal skill, effort, and responsibility, and are performed under similar working conditions.

EXECUTIVE ORDERS 11246 AND 11375

These Executive Orders require federal contractors to take Affirmative Action in employment with respect to minorities and females. Affirmative Action under these executive orders requires results oriented steps to eliminate barriers for protected classes through the use of "good faith" numerical goals.

AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967, AS AMENDED

This Act makes it unlawful for an employer to fail or refuse to hire, or to discharge, or to differentiate among individuals with respect to their compensation, terms, conditions, or privileges of employment because of age. The protected age range was expanded to age 40 to 70 by the 1978 amendments.

THE REHABILITATION ACT OF 1973, SECTIONS 503 and 504

Section 503 of the Rehabilitation Act requires federal contractors to take Affirmative Action to employ and advance in employment, qualified, handicapped individuals. Section 504 requires that no otherwise qualified handicapped individuals be solely by reason of handicap excluded from participation in, be denied the benefit of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

THE AMERICANS WITH DISABILITIES ACT OF 1990

Lee College is required to comply with this Act, effective July 26, 1992. The ADA defines a person with a disability as someone with a physical or mental impairment and includes individuals who have a record or history of impairment, or are regarded as having a physical or mental impairment that subsequently limits one or more major life activities. Under this Act, Lee College is prohibited from discriminating against a "qualified individual with a disability" in hiring, job application, advancement discharge, compensation, training, or other terms or conditions of employment.

A qualified individual for purposes of the ADA means one who with or without reasonable accommodation is able to perform essential functions of a particular job. A reasonable accommodation includes, but is not limited to, making existing facilities accessible, job restructuring, part-time, or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, adjustment of work policies, etc. The burden is on the employer to show that an accommodation would impose an undue hardship on the institution. An offer of employment may not be conditioned on the results of a pre-employment medical examination.

ACCESS AND EQUITY 2000 PLAN

Lee College is mandated to comply with the five-year Access and Equity 2000 Plan for Public Higher Education from 1995 through 2000. The Plan's objectives include increased employment of minority faculty and staff.

IMMIGRATION REFORM AND CONTROL ACT OF 1986

This Act makes it unlawful for employers to knowingly hire illegal aliens and mandates detailed record-keeping procedures for any employees hired, including U. S. Citizens, regardless of the size of the employer or position involved.

THE CIVIL RIGHTS ACT OF 1991

This Act provides additional remedies and protections, in addition to those previously available under Title VII, to applicants, employees, and former employees who contend they are victims of employment discrimination.

Screening Committee Chair – Checklist

Title of Position: _____

_____ Appoint or direct the committee to elect a secretary to maintain meeting minutes.

_____ Work with committee to develop a tentative timeline for the screening process.

_____ Perform initial screening to determine if each candidate meets the minimum advertised criteria. (Questions regarding courses and/or equivalence or other questions of interpretation should be directed to the appropriate Dean.)

_____ Notify HR of all candidates who do not meet minimum qualifications; **“Applicant Screening Summary”** form.

_____ Work with committee to develop list of interview questions and suggested topics for writing assignments.

_____ Forward list of interview questions/writing assignment topics to HR Director for approval prior to conducting interviews.

_____ Work with committee to determine a maximum of 5 candidates (per position) to interview.

_____ Email names of potential interview candidates to HR Director for review/approval (will check SACS qualifications, employment eligibility, and ensure candidates meet minimum requirements).

_____ Schedule interviews with finalists. Email Dean, Division Chair, and HR Director of interview schedule, time, and place.

_____ **** After interview, all external candidates must stop by HR to complete “Release of Authorization Form” to run background check and “I-9 Form” (which requires driver’s license and social security card).**

_____ Contact Media Services to arrange for video equipment.

_____ Conduct interviews, writing assignments, and teaching presentations.

_____ Contact references for **both** internal and external candidates. Record responses and email/bring notes to HR.

_____ Email name of recommended candidate to HR Director, Division Chair, appropriate Dean.

_____ **** Schedule 2nd interview for top 1-2 finalists with appropriate Dean (contract positions only).**

_____ Upon final employment decision (approval from President and/or appropriate Dean), work with Dean/Dean’s Secretary to complete required forms:

- **“Administrative/Faculty Recommendation for Board of Regents Consideration of Contract Employment”**
- **“Action Item for Board of Regents Meeting”**

_____ Give a copy of the finalist’s resume/application information to appropriate Dean.

_____ Complete **“President’s Check-Off List for New Hires”** and **“Applicant Screening Summary”** forms; return to HR.

_____ Forward all completed paperwork and copies of application materials to the HR Director: i.e., **“Applicant Screening Summary”**, **“President’s Check-Off List”**, reference information, meeting notes, etc.

Additional Information:

- Travel Reimbursement – **\$350.00** maximum reimbursement available for candidates traveling from at least 250 miles away for an initial interview. Original receipts must be attached to **“Travel Expense for Job Candidate”** form.

Steps for Faculty/Administrative Applicant Screening & Recommendation Process

STEP 1 – GETTING STARTED

- Select a secretary to keep minutes of the meeting. (Minutes must be turned in to HR and should include the items discussed, but not the opinions of individual members.)
- Set a timeline for the screening, interviewing, and recommendation process.

STEP 2 – REVIEW APPLICATIONS

- Review the job description and position announcement. Discuss any aspects of the job that need clarification.
- Start initial screening of applicants. Conduct phone interviews as necessary to screen applicant pool to a maximum of 5 candidates to be interviewed per position. (Interview questions must be approved by HR Director prior to phone calls.)
 - * Candidates must meet minimum/required qualifications listed on advertised job announcement.
 - * “Degrees in progress” are not considered if an academic degree is required for the position.
 - * If questions arise regarding course and/or degree equivalence or other questions of interpretation, the appropriate dean should be consulted.
 - * If applicants have not submitted all application materials requested in the position advertisement, they can be contacted to supply the missing documents ONLY if this is done for ALL applicants who have omitted a specific requirement.

STEP 3 – INTERVIEW APPLICANTS

- Work with committee chair to create a list of interview questions and suggested topics for writing assignments and/or presentations/teaching demonstrations. Questions must be submitted to and approved by the HR Director prior to conducting interviews.
- Work with committee chair to invite candidates on campus for interviews.
- Conduct interviews; including a required videotaped teaching demonstration and writing assignment for all faculty candidates.
 - * All candidates should be asked the same questions during the interviews. Follow-up questions are permissible.

STEP 4 – RECOMMENDATION

- Work with committee chair to determine candidates for recommendation to appropriate dean and the President. Guidelines outlining how candidates may be ranked are included in Section IV of the Employment Procedures Manual (<http://www.lee.edu/hr/procedures/index.asp>).
 - * *Lee College does not discriminate against any employee or applicant for employment based on race, color, religion, sex, national origin, disability, or age.*
- If the selected candidate declines the employment offer or, if after interviewing the candidates in the first round the committee decides to consider additional candidates, the screening committee will re-convene and may:
 1. Recommend another candidate.
 2. Review applications and select additional candidates for the interview process.
 3. Repeat the screening process.
 4. Re-advertise the position immediately or at a later date.

** IMPORTANT INFORMATION TO REMEMBER **

- Refer all inquiries regarding the selection process to the HR Office.
- Only HR full-time employees are allowed to make copies of applications.
 - * Upon request, HR employees will make ONE copy of an applicant’s application for each member of the screening committee. These copies and any notes must be returned to the HR Office at the conclusion of the screening process. (Screening committee members should not make copies of any application materials.)
- All work of the committee is carried out in the strictest confidence.

PRESIDENT'S CHECK-OFF LIST FOR NEW HIRES

This form is to be completed and attached to recommendations to the President regarding new hires. This form applies to faculty, administrative, and staff positions.

A.) Members of the Screening Committee:

- Chair _____
- Member _____
- Member _____
- Member _____
- Member _____
- Member _____
- Member _____
- Member _____

B.) Number of valid applications received: _____

C.) Names & rankings of candidates interviewed:

Candidate Names	Ranking

D.) Were the interviews conducted in person? _____ YES _____ NO

E.) Did the interviews include a videotaped teaching demonstration? _____ YES _____ NO

F.) Did the interviews include a writing assignment? _____ YES _____ NO

G.) Is a copy of the questionnaire used in the interview in HR? _____ YES _____ NO

H.) Are you related to or have you had any association or relationship with any of the candidates who were interviewed for this position prior to the interview? (Check Yes or No and each committee member must sign.)

If the dean or any screening committee member answers "Yes", a statement explaining the relationship must be attached.

				Required Signatures
_____ YES	_____ NO	_____	Dean	_____
_____ YES	_____ NO	_____	Screening Committee Chair	_____
_____ YES	_____ NO	_____	Committee Member	_____
_____ YES	_____ NO	_____	Committee Member	_____
_____ YES	_____ NO	_____	Committee Member	_____
_____ YES	_____ NO	_____	Committee Member	_____
_____ YES	_____ NO	_____	Committee Member	_____
_____ YES	_____ NO	_____	Committee Member	_____

Submitted By: _____
Screening Committee Chair's Signature

Date: _____

HR Director: _____

Date: _____

LEE COLLEGE - Summary of Applicant Pool

1.) Position Title: _____

2.) Dates & Publications Position Advertised In:

Publication	Start Date	End Date	Cost	Male	Female	Am. Ind. Alaska Nat.	Asian	Black	Hawaiian Pacific Is.	Hispanic	White	2+ Races	Unknown
Lee College Website/Job Board													
Baytown Sun													
Career Builder													
Houston Chronicle Job Fair													
Houston Chronicle Online													
HigherEdJobs.com													
Chronicle of Higher Education													
InsideHigherEd													
WorkSource (www.workintexas.org)													
Other:													
Jobing.com Job Fair													
Career Builder Job Fair													
National Minority Update													
Unknown Referral													
TOTALS			\$0.00	0	0	0	0	0	0	0	0	0	0

3.) Total Number of Applicants: 0

4.) Of the Total Number of Applicants:

<u> </u> Male	<u> </u> American Indian or Alaska Native	<u> </u> Number of Texas Applicants
<u> </u> Female	<u> </u> Asian	<u> </u> Number of Non-Texas Applicants
	<u> </u> Black or African American	
	<u> </u> Native Hawaiian or Pacific Islander	
	<u> </u> Hispanic	<u> </u> Number of Persons Interviewed
	<u> </u> White	<u>0</u> Number of Offers Refused
	<u> </u> Race Ethnicity Unknown	
	<u> </u> Two or More Races	

5.) Checklist for Recommended Candidate:

<u> </u>	Verified candidate meets minimum requirements of job posting & SACS qualifications
<u> </u>	Checked references
<u> </u>	Verified recent employment history
<u> </u>	Conducted criminal background check
<u> </u>	Collected unofficial transcripts of all college work
<u> </u>	Verified accreditation of institution from which highest degree was attained

I verify that the information above is complete and correct.

_____ Human Resources Director _____ Date

Administrative/Faculty Recommendation
For Board of Regents Consideration of
Contract Employment

NOMINEE:

POSITION:

DATE OF RECOMMENDATION:

TYPE OF CONTRACT:

RECOMMENDED SALARY:

ANTICIPATED STARTING DATE:

BUDGETED:

PERSONAL:

ADDRESS:

TELEPHONE NUMBER:

EDUCATION:

Degree	Major	University/College	Major GPA	Overall GPA

WORK EXPERIENCE:

Position(s)	Place of Employment	Start – End Date

SALARY REVIEWED BY: _____
PERSONNEL OFFICER/DEAN OF FINANCIAL SERVICES

APPROVED BY: _____
PRESIDENT

ACTION ITEM FOR BOARD OF REGENTS MEETING
LEE COLLEGE DISTRICT

Meeting Date:

ITEM TO BE PLACED ON THE AGENDA:

Consideration of

In compliance with Board Policy

Recommended

Assistant to the President/Board

Dean/Executive Director/VP

Vice President of Finance & Administration

President's Recommendation:

Rationale:

Resource Personnel:

Fiscal Implications:

Exhibit:

None

Dr. Michael Murphy, President

Approved: _____

Date: _____

**Lee College District
Approval to Hire/Payroll Status Change
(Non-Contract)**

EMPLOYEE NAME _____ EMPL ID# _____
(as it appears on the social security card)

NEW HIRE REHIRE PAYROLL STATUS CHANGE SECOND POSITION

POSITION _____ HOURS PER WEEK _____
(For adjunct positions, please list course(s) they will be teaching.)

EMPLOYEE TYPE: LETTER OF APPOINTMENT (LENGTH _____) STAFF

STATUS: FULL-TIME PART-TIME REGULAR TEMPORARY

BENEFIT ELIGIBLE: YES NO LOAD LIST TIMESHEET

SALARY SCALE _____ GRADE/STEP _____ PAY RATE \$ _____
(Pay rate is step 1-5; only the Human Resources Director can quote salary.)

DEPARTMENT ID _____
(If not budgeted, a budget amendment must be attached)

BEGINNING EMPLOYMENT DATE _____

ENDING EMPLOYMENT DATE _____
(For temporary or semester assignment; except for 6 & 12 month LOAs @ Huntsville, LOA & adjunct approvals must not extend beyond the end of the spring semester. New hiring approvals are required each fiscal year & each summer semester.)

APPROVAL SIGNATURES:

DEPT SUPERVISOR/DIVISION CHAIR DATE

DEAN/CAO DATE

HUMAN RESOURCES DIRECTOR DATE

FINANCIAL SERVICES DEAN DATE

ALL REQUIRED EMPLOYMENT DOCUMENTATION, INCLUDING A CLEAR CRIMINAL BACKGROUND CHECK, SUPPORTING THIS HIRE OR STATUS CHANGE MUST BE IN THE HUMAN RESOURCES OFFICE PRIOR TO THE EMPLOYEE BEGINNING WORK. NO EMPLOYEE IS TO BEGIN WORK UNTIL ALL SIGNATURES HAVE BEEN OBTAINED. ONLY ORIGINAL SIGNATURES WILL BE ACCEPTED ON THIS FORM.

SACS APPROVED _____ OR DELINQUENCIES _____
CC: SUPERVISOR _____ PAYROLL _____ PS _____ JANTEK _____ REV: 11/07