

Chapter: Personnel Modification No. 0042

Subject: **Allocation, Recruitment, and Appointment, and Onboarding of Regular Employees and Temporary with Benefits Employees**

- 1      I. Montgomery College recognizes that is committed to recruiting and hiring a diverse and inclusive workforce that is representative of the community that we serve. Our its human resources employees are essential critical to the institution's our success and its our ability to fulfill its mission of engage with serving students and engaging with and the community. Accordingly, The College is dedicated committed to a recruitment, and hiring, and onboarding practices ~~eece~~ that reflects our its mission and values and ensure a workforce that is representative of the community we serve.
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- 9      II. The College is committed to the consistent application of employment policies; fostering of ethical and nondiscriminatory practices in all matters related to employment; facilitating identification of the best possible candidate for each available position; providing opportunities for career growth and development for existing employees.
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- 13      III. New positions are established by the Board of Trustees through the adoption of the College's annual budget upon the recommendation of the President. Positions are requested through the planning and budget development processes. The need and basic requirements of each position(s) are identified based on these processes that are aligned with the College's strategic and operational plans and needs of the College.
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- 19      IV. In accordance with applicable laws and the College's commitment to access, equity, and diversity, the College does not discriminate against any student, employee, or applicant for employment on the basis of age, color, citizenship status, covered veteran status, disability, gender, gender identity and expression, genetic information, national origin, marital status, race, religion, sexual orientation, or for any other reason protected by federal, state and county laws and regulations. The College also prohibits retaliation against employees and students who, in good faith, bring complaints regarding perceived discrimination The College does not discriminate against any student, employee, or applicant for employment on the basis of any class protected by applicable federal, state, or local law and in accordance with the College's values and policies.
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- 29      II.
- 30      V. To ensure equitable treatment of assure that all applicants are treated equitably, it is the policy of the Board of Trustees that all candidates will be evaluated in accordance with based on the needs of the college and the standards and qualifications established for the position. outlined within the job classification specification, the position description, the position vacancy announcement, evaluation criteria or benchmarks for the interview, skill assessments or teaching demonstration, or any other reasonable assessment metric established for the position. Appropriate Confidentiality shall will be maintained at all times during the hiring and throughout the recruitment and hiring process, as applicable. where appropriate.
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~~promotions, training, working conditions, transfer, leaves of absences, compensation, and benefits.~~

VII. A position may be filled without a competitive search process, including recruitment (e.g., by appointment, promotion, or reassignment) when such action ~~is~~ is determined to be in the best interests of the College. The president ~~, or designee,~~ has final approval authority for such actions recommendations.

VIII. The Board of Trustees authorizes the ~~P~~resident ~~is-authorized~~ to establish any and implement procedures necessary to implement this policy.

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Board approval: January 27, 2021: DATE.

Chapter: Personnel

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59 I. Introduction

60 A. ~~The College is committed to the consistent application of employment policies; fostering of ethical and nondiscriminatory practices in all matters related to employment; facilitating identification of the best possible candidate for each available position; providing opportunities for career growth and development for existing employees.~~

61 ~~The Chief Human Resources Officer has primary responsibility for coordinating and administering the policies and procedures relating to employment practices. It is the responsibility of the Chief Human Resources Officer to monitor all selection procedures for compliance with applicable equal employment opportunity guidelines.~~

62 B. ~~Confidentiality will be maintained throughout the recruitment and hiring process except for the purpose of conducting background and reference checks.~~

63 I. Scope and Applicability

64 This policy applies to budgeted and grant administrator, full-time faculty, and staff positions.

65 II. Definitions

66 Acting Appointment: employees who are temporarily assigned to a filled position while the incumbent is on leave or temporarily performing the duties and responsibilities of another position at the College.

67 Allocation: the assignment of positions or resources to departments or units based on organizational needs and priorities.

68 Applicant: an individual who has submitted an application for a position.

69 Appointment: the placement of an individual into a position either by competitive search process, assignment, or promotion.

70 Candidate: an applicant who has been screened, meets the required qualifications, and is under consideration for the position.

71 Competitive Search Process: a recruitment process that is open to all persons (internal and external) meeting the required qualifications of the position.

72 Hiring Manager: the individual responsible for filling an open position within their team.

73 HRSTM Recruiter: a human resources professional who specializes in finding and hiring qualified candidates for open positions.

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106     Interim Appointment: employees who are temporarily assigned to a vacant position.  
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108     Onboarding: ongoing process of integrating new employees into their roles, providing  
109         role-specific training, and supporting their personal and professional development within  
110         the College.  
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112     Orientation: HRSTM program which has the goal of familiarizing new employees with the  
113         College's mission, values, policies, expectations, and available resources.  
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115     Recruitment: the process of selecting and placing qualified individuals into positions to  
116         meet the staffing needs of the College.  
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118     Screen: process of evaluating job applicants to determine their qualifications and  
119         eligibility for candidacy for a position.  
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121     Search Advocate: an employee who has completed the College's search advocate  
122         training program. -These individuals serve as neutral process advisors embedded in the  
123         competitive search process as part of the Search Committee.  
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125     Search Committee: a group of people formed to assist a hiring manager with screening,  
126         interviewing, and evaluating applicants for a specific position.  
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### 128     III. Roles and Responsibilities

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130     A.     Hiring Manager: The hiring manager has the primary responsibility to initiate and  
131         monitor the recruitment process. The hiring manager is accountable for a timely  
132         and responsive screening and interview process. The hiring manager, in  
133         collaboration with the appropriate unit administrator, is responsible for making the  
134         final determination as to which candidate to hire and submitting documentation to  
135         HRSTM. Apart from forwarding details about open positions to potential  
136         applicants during recruitment, under no circumstances should a hiring manager  
137         communicate with any applicant or candidate regarding the position vacancy and  
138         recruitment outside of the formal process. -regarding the position to which the  
139         candidate is applying.

140  
141     B.     HRSTM Recruiter: Human Resources and Strategic Talent Management (HRSTM)  
142         assigns a recruiter to manage ~~the a competitive search recruitment and hiring~~  
143         process, and to act as a resource by providing guidance and ensuring that the  
144         process is consistent with approved College policies and procedures. -The  
145         recruiter is responsible for supporting the hiring manager by facilitating the  
146         ~~recruitment search~~ process through posting of job announcements, sourcing  
147         candidates, ensuring a broad ~~and diverse~~ pool of applicants, screening  
148         applications and forwarding qualified candidates to the hiring manager. The recruiter  
149         is the designated point of contact for all candidate inquiries regarding the  
150         application and hiring process. The recruiter is the first point of contact for resolving  
151         any ~~recruitment related~~recruitment related issues. Additionally, the recruiter  
152         HRSTM is responsible for ~~developing drafting~~ the necessary ~~contracts or offer~~  
153         letter or employment agreement of employment upon completion of the  
154         necessary procedures, and for making any employment offer on behalf of the  
155         College.  
156  
157     C.     Search Advocate: A a trained search advocate who may be embedded in the

158 search process to promote enhance the equity, ensure the validity of the  
159 recruitment, and support inclusive practices, diversity and inclusion of the  
160 recruitment. In collaboration with the HRSTM and Office of Equity and Inclusion  
161 (OEI) representative, search advocates serve as a neutral process advisor to  
162 hiring managers, search committee chairs, and search committee members, in  
163 promoting a focus on equity, inclusion, and integrity throughout the recruitment  
164 process. While the availability of trained search advocates may not allow for their  
165 inclusion in every search. However, all search committee members complete  
166 required training that addresses implicit bias, inclusivity, and best practices.  
167

168 D. Search Committee: A committee consisting of peers and stakeholders may  
169 assist a hiring manager with the hiring process by evaluating candidates. The  
170 search committee serves in an advisory capacity. To be eligible to serve on a  
171 search committee, individuals must complete required training in accordance with  
172 HRSTM guidelines and agree to maintain confidentiality throughout the  
173 recruitment process.

174 If a search committee is used, the hiring manager may lead the search  
175 committee as the chair, or they may choose to delegate the responsibility and  
176 appoint another member to serve as chair. Search committee contributions  
177 responsibilities may include reviewing and screening applicants, developing  
178 interview questions with benchmarks, conducting interviews, and assessing  
179 evaluating candidates interview performance against benchmarks. The search  
180 committee serves in an advisory capacity. If a search committee is not used,  
181 additional consultation with the HRSTM recruiter is required. Under no  
182 circumstances should a search committee member communicate about the  
183 search process with any applicant or candidate outside of the formal process.  
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186 IV. Position Management and Allocation

187 Requests for new positions are initiated through the College's planning and budget  
188 development processes. Requests should identify the need for the position and its  
189 alignment with the College's strategic and operational plans. Position requests are  
190 reviewed through established administrative channels prior to inclusion in the proposed  
191 operating budget. New positions are established by the Board of Trustees upon the  
192 recommendation of the President. Positions are requested through the planning and  
193 budget development processes. The needs and basic requirements of each position(s)  
194 are identified based on these processes that are aligned with the College's strategic and  
195 operational plans and needs of the College.  
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198 IV. Scope and Applicability Authorization to Fill Vacant Positions

199 A. Prior to initiating a process to fill a vacant position, approval must be obtained  
200 from by senior management the president, corresponding Senior Vice President,  
201 Chief, or other senior leader with supervisory authority over the position to  
202 confirm determine whether that the position remains is still budgeted and or is still  
203 aligned with needed based on the best interests of the College.  
204  
205 B. The hiring manager must request and receive appropriate approvals, as  
206 determined by senior leadership, before the position can be filled either through a  
207 competitive search process or through appointment or promotion recruitment can  
208

210 begin. Upon appropriate approvals, the hiring manager will notify HRSTM and  
211 recruitment can be initiated.

212  
213 B. C. The determination of whether to fill a position by appointment, promotion or a  
214 competitive search process search shall be made by the hiring manager with the  
215 approval of the unit the administrator in the supervisory chain with oversight  
216 responsibility, the corresponding Senior Vice President, and in consultation with  
217 HRSTM. A search may not be required if filling the position by other means is  
218 determined to be in the best interest of the College. In this case, the approval of  
219 the division's senior administrative leader and the Chief Human Resources  
220 Officer or designee is required. Appointment or promotion to Administrator  
221 positions requires the final approval of the president.

222  
223 D. The filling of a vacancy through appointment or promotion requires the approval  
224 of the associated Senior Vice President, in consultation with the Chief Human  
225 Resources Officer. VP HRSTM.

226  
227 E. All appointments to administrator positions whether through hire, promotion, or  
228 other means, require the approval of the president.

229  
230 F. In some instances, an external search firm may be used in order to broaden the  
231 reach and scope of a recruitment process. The use of an external search firm  
232 must be in compliance comply with the College's procurement procedures and  
233 must be approved in advance by the Chief Human Resources Officer and the  
234 associated Senior Vice President or equivalent senior leader.

235  
236 G. Administrator and Staff Positions

237  
238 1. The hiring manager confers with their supervisor, the appropriate area  
239 administrator and/or senior leader, and HRSTM, to assess and  
240 determine the workforce and staffing needs within the unit through  
241 evaluation of the department, program, or area needs and relevant  
242 workforce and enrollment data. and analysis.

243  
244 2. If a position is to be filled by a competitive search process recruitment, the  
245 hiring manager will draft a new position description job profile or will  
246 update the existing position description job profile. The position  
247 description job profile is submitted to HRSTM to for review and approval  
248 through the appropriate channels. HRSTM conducts the final review of  
249 the position description to confirm job title, grade, salary range,  
250 bargaining unit eligibility, and Fair Labor Standards Act (FLSA) status. A  
251 reviewed and HRSTM-approved current, approved position description is  
252 required for a recruitment request to commence.

253  
254 3. The hiring manager must request and receive appropriate approvals, as  
255 determined by senior leadership, before recruitment can begin. Upon  
256 appropriate approvals, the hiring manager will notify HRSTM and  
257 recruitment can be initiated.

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259 D. H. Full-time Faculty

261 1. The Academic ~~or~~and Student Affairs divisionss will assess and determine  
262 the staffing needs through a thorough analysis and evaluation of  
263 department, discipline, and program needs and relevant enrollment data  
264 ~~and analysis~~.

265 2. Requests to fill full-time faculty positions must receive appropriate  
266 approvals, as determined by senior leadership, before recruitment can  
267 begin. Upon approval of the appropriate senior vice president, the hiring  
268 manager will work with HRSTM to initiate the recruitment.

269 3. Once ~~If~~ a full-time faculty position is approved to be filled by a  
270 competitive search process ~~recruitment~~, the dean, as the hiring manager,  
271 will draft a new position description ~~job profile~~ or will update the existing  
272 position description ~~job profile~~. - The position description ~~job profile~~ is  
273 submitted ~~to HRSTM~~ ~~to conduct for review and approval through the~~  
274 ~~appropriate channels~~. HRSTM conducts the final review of the position  
275 ~~description to confirm job title, rank, and salary range~~. A current,  
276 ~~approved position description is required for a recruitment request to~~  
277 ~~commence~~.

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280 E. VI. Acting or Interim Appointments

281 A. Individuals may be assigned to a vacant position in an acting or interim ~~or~~  
282 acting capacity when necessary to support College operations. ~~role~~. The  
283 manager of the vacant position will consult with their supervisor, the relevant  
284 administrator for the unit, and HRSTM if a vacancy is to be temporarily filled  
285 by an acting or interim assignment. In these cases,  
286

287 B. The selection of employees to serve as acting or on an interim basis should  
288 be based on the position, the needs of the College, and the employee's  
289 qualifications  
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291 C. The filling of an administrator vacancy with an acting or interim appointee  
292 requires the approval of the president.

293 D. Acting or interim positions are temporary in nature of the employee and  
294 needs of the College and will normally ~~not exceed be for no more than~~ one  
295 year. HRSTM will monitor all acting and interim appointments ~~positions~~ and  
296 work with the unit ~~manager~~ to establish develop a recruitment strategy ~~and~~  
297 plan to permanently fill the position, within one year.

298 301 F. VII. Appointment or Promotion

302 A. Hiring Managers wishing to fill positions through direct appointment or promotion,  
303 must do so in consultation with the Chief Human Resources Officer (or designee)  
304 to ensure a transparent and equitable process is followed.

305 A. ~~The manager of the vacant position will consult with their supervisor, the relevant~~  
306 ~~administrator for the unit, and HRSTM if a vacancy is to be filled by appointment~~  
307 ~~or promotion~~.

§12      B. ~~The Chief Human Resources Officer or designee will make an appointment or promotion offer to the selected individual for the selected position.~~

§13      C. ~~If the individual selected does not accept the appointment or promotion, then the hiring manager will work with the recruiter to initiate a competitive recruitment and selection process.~~

§19      VIII. Competitive Recruitment and Selection Search Process

§21      A. Recruitment Strategy and Plan

§23      1. ~~Once HRSTM approves a position vacancy and its corresponding position description is approved for recruitment, HRSTM will notify the hiring manager of the approval and assign a recruiter to the recruitment. The recruiter will conduct an intake meeting with the hiring manager.~~

§28      2. ~~In some instances, an external search firm may be used in order to broaden the reach and scope of a recruitment. The use of an external search firm must be in compliance with the College's procurement procedures and must be approved in advance by the Chief Human Resources Officer.~~

§34      31. For vacancies to be filled be a competitive search process, the hiring manager, in consultation with HRSTM and in accordance with Section V., may decide to use fill a vacancy by any of the following recruitment methods, subject to compliance with any applicable collective bargaining agreement. Divisions or departments with positions that are placed across locations and/or with multiple shifts will normally require, at minimum, an internal or department/division competitive search process.

§42      a. ~~by conducting an "internal/external" competitive search process recruitment, which is open to all qualified college employees and the general public. In most cases, position vacancies will be posted internally for a limited period of time before external posting to allow current employees an opportunity to express interest and be considered.~~

§49      b. ~~by conducting an "internal only" competitive search process, which is open to individuals currently employed with the college, including regular employees, temporary with benefits staff, part-time faculty, and casual temporary employees both within and outside of the hiring unit. Internal applicants must be in good standing, as defined by the most current guidelines from HRSTM, Employee and Labor Relations, in order to be eligible for consideration. In most cases, employees must successfully complete the 6-month probationary period prior to applying for other positions, see Changes in Employee Status 34001: Changes in Employee Status, GP. However, this six-month period may be waived by the Chief Human Resources Officer or designee, in consultation with the current supervisor, when the determination is made that it is in the best interest of the College.~~

c. by conducting a “**division only/department only**” internal competitive search process, which is open to all eligible employees within the hiring division or the hiring department. **Division** –only/department –only recruitments searches require the approval of the corresponding senior vice president who oversees the unit and the Chief Human Resources Officer –or designee. **Divisions or departments with positions that are placed across locations and/or with multiple shifts will normally require, at minimum, an internal or department/division search.**

## B. Advertising of Position Vacancies

Montgomery College is committed to recruiting and retaining a highly qualified workforce and will advertise position vacancies in a variety of outlets designed to reach a broad and inclusive applicant pool. All positions will be posted on the College's employment website. For competitive searches open to external candidates, positions will be posted on general and higher education job boards and may also be shared through organizations and platforms that maximize equitable outreach that advances the College's commitment to ensure a workforce that is representative of the community we serve. Advertising sources will be selected as appropriate for each search and will be reviewed regularly to ensure relevancy and effectiveness.

### **B.** C. Screening Applicants

1. The HRSTM recruiter will screen all applications to determine which applicants appear to meet the minimum qualifications, as determined by the position description job profile. -The applications of qualified ~~candidates~~ applicants will be reviewed by the hiring manager to confirm the initial screening and determine candidates to be forwarded to the search committee, if applicable, relevant. The hiring manager may delegate the review of applicants to the search committee chair but should be informed of the screening results.
2. ~~The recruiter is responsible for ensuring an adequately diverse applicant pool. If the pool is determined to not be diverse, additional efforts will be taken to diversity the pool of candidates.~~

## C. D. Search Committees

1. A search committee is generally recommended for budgeted positions. If a search committee advocate is used, the search advocate will be selected from a list of trained search advocates in collaboration between HRSTM and the hiring manager.
- 2-1. For administrator, full-time faculty position, and staff positions at grade 31 and above, a college-wide search committee is required. The hiring manager will appoint members representative of the College community's population, ensuring that the committee is diverse. Additionally, eConsideration for committee membership should include relevancy of departments/disciplines/areas of the college, types of roles and responsibilities, and location and/or campus. In some instances

417 when subject matter expertise is needed or the position may interact with  
418 College partners, individuals who are not employees of the College may  
419 be invited to participate in the search with advance approval by HRSTM  
420 and subject to all search committee member requirements.

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422 3.2. ~~A For budgeted positions below grade 31, a search committee is~~  
423 ~~generally recommended or a tiered interview process may be used.~~  
424 ~~in place of a traditional search committee format.~~ In this process, a  
425 candidate will complete multiple interviews with different individuals. -The  
426 hiring manager must consult with their supervisory chain and the  
427 recruiter throughout this process.

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429 4.3. ~~If a search committee is used, the hiring manager may lead the search~~  
430 ~~committee or may choose to delegate the responsibility and appoint an~~  
431 ~~individual to serve as chair of the committee.~~ The hiring manager is  
432 required to meet with the search committee to provide them with  
433 direction and outline the parameters of the search.

434

435 5. ~~The hiring manager or the chair of the search committee will notify the~~  
436 ~~HRSTM recruiter as to which candidates are to be interviewed by the~~  
437 ~~supervisor and/or the committee.~~

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439 D.E. Interviews

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441 1. The purpose of an interview is to better assess and understand a  
442 candidate's skills, experience, and background. Additionally,  
443 consideration should be given to a candidate's commitment to student  
444 success, inclusion, and the ability to advance the College's mission. The  
445 interview should also provide an opportunity for the candidate to gain a  
446 better understanding of the College, culture, and expectations of the  
447 position.

448

449 2. The hiring manager and HRSTM recruiter will partner to review the  
450 parameters related to interviews, including teaching demonstrations,  
451 presentations, skills tests, writing samples, and any other relevant  
452 aspects of the interview process.

453

454 3. A structured interview format will be used to ensure a fair and equitable  
455 process for each candidate and in accordance with interview guidelines  
456 available from HRSTM.

457

458 4. The hiring manager will ensure that interviews take place in an  
459 appropriate location that is accessible, equipped appropriately, and  
460 ensure that accommodations are provided for those candidates who  
461 request them.

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463 5. Following interviews with the search committee and hiring manager, full-  
464 time faculty will be interviewed by the corresponding Senior Vice  
465 President or their designee.

466

467 6. The president is the final step in the hiring process and serves as the  
468 final approving authority for all full-time faculty and administrator

469 [appointments, including regular, interim, acting, or otherwise temporary.](#)  
470 [The final review includes an interview with them or their designee.](#)

471

472 **E.F. Selection and Documentation**

473

- 474 1. If a search committee is used, upon completion of the interview process,  
475 the search chair will submit a summary of the committee's evaluation of  
476 the interviewed candidate's strengths and weaknesses.
- 477 2. The hiring manager, in collaboration with the unit administrator, is  
478 responsible for making the final determination as to which candidate to  
479 hire. ~~The search committee's feedback is considered by the hiring~~  
480 manager when making a hiring decision.
- 481 3. The hiring manager is responsible for completing and submitting the  
482 [required recruitment documents, with appropriate required](#)  
483 [documentation, to HRSTM as outlined on the HRSTM website.](#)
- 484 4. ~~The recruiter will be responsible for reviewing the information and~~  
485 ~~initiating salary placement documents. The recruiter will ensure that the~~  
486 ~~selected candidate has submitted complete information.~~

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491 **54. Salary determination will be made in accordance with 35001:**

492 Compensation Programs or the appropriate collective bargaining

493 agreement.

494

- 495 a. HRSTM has responsibility for making initial salary placement  
496 determinations for staff and administrator positions.
- 497 b. ~~For full time faculty positions, the dean and HRSTM will~~  
~~determine the initial salary placement~~ [Initial salary placement for](#)  
[new full-time faculty is determined through a collaborative review](#)  
[involving the hiring dean, faculty recruiter, and compensation](#)  
[specialist and is based on a documented point system that](#)  
[evaluates documented, discipline-related experience, education,](#)  
[specialized licensure or credentials, and other relevant factors.](#)  
[Final salary placements are determined by HRSTM.](#)

- 507 c. [Hiring managers may request the initial salary placement from](#)  
[HRSTM and an explanation of how the placement was](#)  
[determined.](#)

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511 **65. Hiring Managers are expected to communicate directly with any current**

512 employee applicants in their direct supervisory chain who are not

513 selected for consideration or hire. The HRSTM recruiter is responsible

514 for communicating selection decisions to all candidates at all stages of

515 the hiring process, including notices to applicants who are screened out

516 before interviews, not advanced after interviews, or not selected for

517 appointment. communication and notifications of non-selection to internal

518 candidates outside the hiring manager's direct supervision and external

519 all candidates.

520

521 7. ~~Salary determination will be made in accordance with 35001~~  
522 ~~Compensation Programs or the appropriate collective bargaining~~  
523 ~~agreement.~~

524

525 86. HRSTM is responsible for ~~communicating~~issuing the official written  
526 ~~conditional~~ offer of employment to the selected candidate on behalf of  
527 the College.

528

529 7. Hiring managers may not extend verbal or written offers to candidates  
530 ~~outside the HRSTM process, except in extraordinary circumstances and~~  
531 ~~only after written approval by HRSTM. Once an official offer has been~~  
532 ~~made, the hiring manager may meet with the selected candidate to~~  
533 ~~discuss position details, next steps prior to onboarding, and/or to address~~  
534 ~~questions that may help the candidate better understand the role and the~~  
535 ~~opportunity.~~

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537 98. Upon acceptance of the conditional offer, the recruiter will be responsible  
538 for providing written instructions to the candidate regarding the  
539 completion of required employment forms and related data and  
540 documentation.

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542 109. HRSTM ~~then~~ conducts the conditional background checks ~~or similar for~~  
543 ~~relevant positions where required, completes the hire, then and initiates~~  
544 ~~the onboarding process as new hire for onboarding for new employees.~~

545

546 **IV. Confidentiality**

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548 ~~Confidentiality will be maintained throughout the recruitment and hiring process except~~  
549 ~~for the purpose of conducting background and reference checks.~~

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551 **IX. Orientation and Onboarding**

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553 A. Employee orientation and onboarding are critical components of an employee's  
554 integration into a new work environment. These programs lay the foundation for  
555 employee success, engagement, and accelerated productivity.

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557 B. New hire orientation is a formal program managed by HRSTM designed to  
558 introduce the new employee to the College's structure, mission, vision and  
559 values, employee expectations and requirements, highlight major policies and  
560 procedures, review pertinent administrative, benefits and training requirements.  
561 Full-time faculty orientation is conducted in collaboration with the center for  
562 teaching and learning. ~~managed and presented by ELITE in collaboration with~~  
563 ~~HRSTM.~~

564

565 C. Onboarding is an ongoing process designed to help new hires integrate into their  
566 new role, provide training on the new job and create opportunities for continued  
567 personal and professional development. ~~Supervisors are responsible for~~  
568 ~~providing onboarding to new hires which includes an explanation of expectations~~  
569 ~~and requirements of the position, department/office procedures, organizational~~  
570 ~~structure, and the functional relationships with key departments/offices of the~~  
571 ~~College. For new administrators, the supervisor will ensure that they visit all~~  
~~campuses~~locations of the College and are introduced to other key officials.

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572    **V.**    X.    Sanctions

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574    Deviations from this policy and procedure may be subject to disciplinary action pursuant

575    to Policy 34002: ~~-Disciplinary Action and Suspension.~~

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577    **VI.**    XI.    Education

578

579    Education is a key element of this Policy. The College will provide education and

580    information, as appropriate, to enhance understanding and increase awareness. All

581    individuals involved in the recruitment process are required to complete training before

582    they may participate in a ~~search~~competitive search process. Any mandatory education

583    requirements will be announced and posted on the College's website. ~~The President is~~

584    ~~authorized to provide institutional leadership and guidance for developing education~~

585    ~~programs to increase knowledge and share information and resources to ensure a fair~~

586    ~~and equitable hiring process. Some goals to be achieved through education are: (a)~~

587    ~~ensuring that all individuals are aware of their roles and responsibilities; (b) notifying~~

588    ~~individuals of conduct that is proscribed; and (c) informing employees and other members~~

589    ~~of the college community about the proper way to recognize and address complaints~~

590    ~~involving a violation of this Policy.~~

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Administrative Approval: February 2, 2021: DATE.