

Chapter: Personnel

Modification No. 0042

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

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 ecoss-that reflects our its mission and values and ensure a workforce that is representative of the community we serve.~~

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.

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.

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.~~

II.
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 Cconfidentiality shall will be maintained at-all times during the hiring and-throughout the recruitment and hiring process, as applicable, where appropriate.

VI. The president, -or designee, has overall responsibility for the recruitment, selection and appointment of all employees, subject to available funding and confirmation by the Board of Trustees. Montgomery College is committed to providing equal employment opportunity for all employees and applicants. Equal opportunity extends to all aspects of the employment relationship, including but not limited to recruiting, hiring, placement,

- 46 ~~promotions, training, working conditions, transfer, leaves of absences, compensation,~~
47 ~~and benefits.~~
48
- 49 VII. A position may be filled without a competitive search process, including ~~recruitment (e.g.,~~
50 ~~by appointment, promotion, or reassignment)~~ when such action ~~it is~~ determined to be in
51 the best interests of the College. The president ~~, or designee,~~ has final approval ~~authority~~
52 for such actions ~~recommendations.~~
53
- 54 VIII. The Board of Trustees authorizes the ~~P~~resident ~~is authorized~~ to establish any ~~and~~
55 ~~implement~~ procedures necessary to implement this policy.
56
57

58 Board approval: January 27, 2021; DATE.

Chapter: Personnel

Modification No. 0042

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

I. Introduction

~~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.~~

~~— 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.~~

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

I. Scope and Applicability

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

II. Definitions

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.

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

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

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

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

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

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

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

Interim Appointment: employees who are temporarily assigned to a vacant position.

Onboarding: ongoing process of integrating new employees into their roles, providing role-specific training, and supporting their personal and professional development within the College.

Orientation: HRSTM program which has the goal of familiarizing new employees with the College's mission, values, policies, expectations, and available resources.

Recruitment: the process of selecting and placing qualified individuals into positions to meet the staffing needs of the College.

Screen: process of evaluating job applicants to determine their qualifications and eligibility for candidacy for a position.

Search Advocate: an employee who has completed the College's search advocate training program. -These individuals serve as neutral process advisors embedded in the competitive search process as part of the Search Committee.

Search Committee: a group of people formed to assist a hiring manager with screening, interviewing, and evaluating applicants for a specific position.

III. Roles and Responsibilities

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

B. HRSTM Recruiter: Human Resources and Strategic Talent Management (HRSTM) assigns a recruiter to manage ~~the a competitive search recruitment and hiring~~ process, and to act as a resource by providing guidance and ensuring that the process is consistent with approved College policies and procedures. ~~The~~ recruiter is responsible for supporting the hiring manager by facilitating the ~~recruitment search~~ process through posting of job announcements, sourcing candidates, ensuring a broad ~~and diverse~~ pool of applicants, screening applications and forwarding qualified candidates to the hiring manager. The recruiter is the designated point of contact for all candidate inquiries regarding the application and hiring process. The recruiter is the first point of contact for resolving any ~~recruitment-related~~ recruitment-related issues. Additionally, the recruiter ~~HRSTM~~ is responsible for ~~developing-drafting~~ the necessary ~~contracts or offer~~ letter ~~or employment agreement~~ of employment upon completion of the necessary procedures, and for making any employment offer on behalf of the College.

C. Search Advocate: ~~A~~ a trained search advocate who may be embedded in the

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

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

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

IV. Position Management and Allocation

Requests for new positions are initiated through the College's planning and budget development processes. Requests should identify the need for the position and its alignment with the College's strategic and operational plans. Position requests are reviewed through established administrative channels prior to inclusion in the proposed operating budget. ~~New positions are established by the Board of Trustees upon the recommendation of the President. Positions are requested through the planning and budget development processes. The needs 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.~~

III.V. Scope and Applicability Authorization to Fill Vacant Positions

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

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

- ~~B.~~ C. The determination of whether to fill a position by appointment, promotion or a competitive ~~search process~~~~search~~ shall be made by the hiring manager with the approval of ~~the unit~~ the administrator in the supervisory chain with oversight responsibility, the corresponding Senior Vice President, and in consultation with HRSTM. ~~A search may not be required if filling the position by other means is determined to be in the best interest of the College. In this case, the approval of the division's senior administrative leader and the Chief Human Resources Officer or designee is required. Appointment or promotion to Administrator positions requires the final approval of the president.~~
- D. The filling of a vacancy through appointment or promotion requires the approval of the associated Senior Vice President, in consultation with the Chief Human Resources Officer. ~~VP HRSTM.~~
- E. All appointments to administrator positions whether through hire, promotion, or other means, require the approval of the president.
- F. In some instances, an external search firm may be used in order to broaden the reach and scope of a recruitment process. The use of an external search firm ~~must be in compliance~~ comply with the College's procurement procedures and must be approved in advance by the Chief Human Resources Officer and the associated Senior Vice President or equivalent senior leader.
- ~~C.~~ G. Administrator and Staff Positions
1. The hiring manager confers with their supervisor, the appropriate area administrator and/or senior leader, and HRSTM, to assess and determine the workforce and staffing needs within the unit ~~through~~ evaluation of the department, program, or area needs and relevant workforce and enrollment data. ~~and analysis.~~
 2. If a position is to be filled by a a competitive search process ~~recruitment~~, the hiring manager will draft a new ~~position description~~job profile or will update the existing ~~position description~~job profile. The ~~position description~~job profile is submitted to HRSTM to ~~for review and approval through the appropriate channels.~~ HRSTM conducts a ~~the~~ final review of ~~the position description~~ to confirm job title, grade, salary range, bargaining unit eligibility, and Fair Labor Standards Act (FLSA) status. ~~A reviewed and HRSTM-approved current, approved position description is required for a recruitment request to commence.~~
 - ~~3. The hiring manager must request and receive appropriate approvals, as determined by senior leadership, before recruitment can begin. Upon appropriate approvals, the hiring manager will notify HRSTM and recruitment can be initiated.~~
- ~~D.~~ H. Full-time Faculty

1. The Academic ~~or~~and Student Affairs divisions will assess and determine the staffing needs through a thorough analysis and evaluation of department, discipline, and program needs and relevant enrollment data ~~and analysis.~~
2. ~~Requests to fill full-time faculty positions must receive appropriate approvals, as determined by senior leadership, before recruitment can begin. Upon approval of the appropriate senior vice president, the hiring manager will work with HRSTM to initiate the recruitment.~~
32. ~~Once~~ If a full-time faculty position is approved to be filled by a competitive search process ~~recruitment~~, the dean, as the hiring manager, will draft a new position description ~~job profile~~ or will update the existing position description ~~job profile~~. ~~The position description~~ job profile is submitted to HRSTM. ~~to conduct for review and approval through the appropriate channels. HRSTM conducts the final review of the position description to confirm job title, rank, and salary range. A current, approved position description is required for a recruitment request to commence.~~

~~E.~~ VI. Acting or Interim Appointments

- A. ~~Individuals may be assigned to a vacant position in an acting or interim or acting capacity when necessary to support College operations. role. The manager of the vacant position will consult with their supervisor, the relevant administrator for the unit, and HRSTM if a vacancy is to be temporarily filled by an acting or interim assignment. In these cases,~~
- B. ~~The~~ selection of employees to serve as acting or on an interim basis should be based on the position, the needs of the College, and the employee's qualifications
- C. The filling of an administrator vacancy with an acting or interim appointee requires the approval of the president.
- D. Acting or interim positions are temporary in nature ~~of the employee and needs of the College~~ and will normally not exceed ~~be for no more than~~ one year. HRSTM will monitor all acting and interim appointments ~~positions~~ and work with the unit ~~manager~~ to establish ~~develop~~ a recruitment strategy ~~and plan~~ to permanently fill the position, within one year.

~~H.~~ VII. Appointment or Promotion

- A. Hiring Managers wishing to fill positions through direct appointment or promotion, must do so in consultation with the Chief Human Resources Officer (or designee) to ensure a transparent and equitable process is followed.
- A. ~~The manager of the vacant position will consult with their supervisor, the relevant administrator for the unit, and HRSTM if a vacancy is to be filled by appointment or promotion.~~

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

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.~~

VIII. Competitive ~~Recruitment and Selection~~ Search Process

A. ~~Recruitment~~ Strategy and Plan

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.~~

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.~~

31. For vacancies to be filled by 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.

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.~~

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, CP. However, this ~~six~~ 6-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, c Consideration 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

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

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

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

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

~~D.E.~~ Interviews

1. The purpose of an interview is to better assess and understand a candidate's skills, experience, and background. Additionally, consideration should be given to a candidate's commitment to student success, inclusion, and the ability to advance the College's mission. The interview should also provide an opportunity for the candidate to gain a better understanding of the College, culture, and expectations of the position.
2. The hiring manager and HRSTM recruiter will partner to review the parameters related to interviews, including teaching demonstrations, presentations, skills tests, writing samples, and any other relevant aspects of the interview process.
3. A structured interview format will be used to ensure a fair and equitable process for each candidate and in accordance with interview guidelines available from HRSTM.
4. The hiring manager will ensure that interviews take place in an appropriate location that is accessible, equipped appropriately, and ensure that accommodations are provided for those candidates who request them.
5. Following interviews with the search committee and hiring manager, full-time faculty will be interviewed by the corresponding Senior Vice President or their designee.
6. The president is the final step in the hiring process and serves as the final approving authority for all full-time faculty and administrator

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

EF. Selection and Documentation

1. If a search committee is used, upon completion of the interview process, the search chair will submit a summary of the committee's evaluation of the interviewed candidate's strengths and weaknesses.
2. The hiring manager, in collaboration with the unit administrator, is responsible for making the final determination as to which candidate to hire. -The search committee's feedback is considered by the hiring manager when making a hiring decision.
3. The hiring manager is responsible for completing and submitting the [required](#) recruitment documents, ~~with appropriate required documentation, to HRSTM as outlined on the HRSTM website.~~
- ~~4. The recruiter will be responsible for reviewing the information and initiating salary placement documents. The recruiter will ensure that the selected candidate has submitted complete information.~~
- 54.** [Salary determination will be made in accordance with 35001: Compensation Programs or the appropriate collective bargaining agreement.](#)
 - a. HRSTM has responsibility for making initial salary placement determinations for staff and administrator positions.
 - 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.](#)
 - c. [Hiring managers may request the initial salary placement from HRSTM and an explanation of how the placement was determined.](#)
- ~~65. Hiring Managers are expected to communicate directly with any current employee applicants in their direct supervisory chain who are not selected for consideration or hire.~~ The HRSTM recruiter is responsible for [communicating selection decisions to all candidates at all stages of the hiring process, including notices to applicants who are screened out before interviews, not advanced after interviews, or not selected for appointment.](#) ~~communication and notifications of non-selection to internal candidates outside the hiring manager's direct supervision and external~~ [all](#) candidates.

~~7. Salary determination will be made in accordance with 35004 Compensation Programs or the appropriate collective bargaining agreement.~~

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

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

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

409. HRSTM ~~then~~ conducts the conditional background checks ~~or similar for relevant positions where required, completes the hire, then and initiates the onboarding process~~ es new hire for onboarding for new employees.

~~IV. Confidentiality~~

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

IX. Orientation and Onboarding

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

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

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

~~V.~~ X. Sanctions

Deviations from this policy and procedure may be subject to disciplinary action pursuant to Policy 34002: Disciplinary Action and Suspension.

~~VI.~~ XI. Education

Education is a key element of this Policy. The College will provide education and information, as appropriate, to enhance understanding and increase awareness. All individuals involved in the recruitment process are required to complete training before they may participate in a ~~search~~ competitive search process. Any mandatory education requirements will be announced and posted on the College's website. ~~The President is authorized to provide institutional leadership and guidance for developing education programs to increase knowledge and share information and resources to ensure a fair and equitable hiring process. Some goals to be achieved through education are: (a) ensuring that all individuals are aware of their roles and responsibilities; (b) notifying individuals of conduct that is proscribed; and (c) informing employees and other members of the college community about the proper way to recognize and address complaints involving a violation of this Policy.~~

Administrative Approval: February 2, 2021; DATE.