

AP 303a - EMPLOYEE RECRUITMENT AND SELECTION

Associated Board Policy: 303.00 – Selection of Non-Faculty Personnel

Procedure Owner: Human Resources Generalist

Related Procedures: AP 240a Hiring Qualified Faculty

I. Procedure Scope and Purpose

This procedure addresses the process for the recruitment and selection of all full-time employees of Cowley College. Our goal at Cowley College is to attract highly qualified individuals by providing a fair and equitable selection process. At Cowley College, we celebrate diversity and believe that diversity and inclusion among our employees is critical to our success as a college, and we seek to recruit, develop and retain the most talented people from a diverse candidate pool. The hiring process for part-time and temporary employees will be determined by the Hiring Manager, Human Resources, and the Executive Vice President of Finance and Administration, as appropriate for the role.

II. Definitions

Confidentiality and Conflict of Interest Agreement: The required acknowledgment completed by employees participating in a recruitment or selection process confirming their obligation to maintain the confidentiality of applicant information and recruitment discussions, disclose any actual, potential, or perceived conflict of interest, and participate in the selection process objectively and impartially.

Conflict of Interest: A situation in which an employee's personal, professional, financial, or other relationship or interest with an applicant could affect, or reasonably appear to affect, the employee's ability to participate objectively and impartially in the recruitment or selection process. A conflict may be actual, potential, or perceived and may include relationships with an applicant, a prior supervisory relationship, or previous involvement in a hiring process involving the applicant.

Employment Authorization Form: Also known as the "Gold Sheet" is the official form used for making an offer of employment. Contains name of candidate, salary/hourly rate, exemption status, start date, and all other pertinent hiring details.

Hiring Manager: The hiring manager for the open position. This is generally the direct supervisor of the position. For faculty positions, the Hiring Manager will be the Vice President of Academic Affairs.

Interview Committee: The interview committee will consist of a cross-sectional representation of individuals from various divisions in the college with a minimum of five members, including a Human Resources representative, the Hiring Manager, an Administrator, if not already the direct hiring manager, a faculty representative, and an hourly staff representative.

Recusal: The voluntary or required removal of an employee from participation in all or part of a recruitment or selection process due to an actual, potential, or perceived conflict of interest. An employee who is recused shall not review, interview, evaluate, discuss, recommend, or otherwise participate in decisions involving the affected applicant, as determined by Human Resources.

Request to Fill Open Position Form: This form must be completed for open positions prior to recruiting for the position. Form must be approved by Hiring Manager, Respective AC (Administrative Council) Member, Executive Vice President of Finance and Administration and the President.

III. Procedure

- A. When a position becomes available, the Hiring Manager notifies Human Resources. The Hiring Manager, Human Resources, and the Executive Vice President of Finance and Administration will determine whether to open and fill the position, restructure, or not fill.
- B. A Request to Fill form must be approved with signatures from the Hiring Manager, Division/Department respective Administrative Council member, Executive Vice President of Finance & Administration and the President **prior** to the position being posted). The Executive Vice President of Finance and Administration will verify funding and provide appropriate general ledger codes. Human Resources will email the job description to the Hiring Manager to review and revise the position's requirements, responsibilities, and necessary qualifications. This information will be used to create the job requisition in the payroll system and posting for the employment page.
 - 1. Human Resources and the Hiring Manager will discuss posting requirements, timeframe and where to post the position.
 - 2. The Hiring Manager and Human Resources will develop interview questions to be used in all interviews.
- C. Once the Request to Fill form is approved by all necessary parties, Human Resources will post the position on Cowley employment page and other decided outlets.
- D. The Hiring Manager will review all submitted applications via the applicant tracking system and inform Human Resources when the position should be closed for accepting applications. Incomplete applications will not receive consideration.
- E. The Hiring Manager will narrow the pool of applicants down to the top qualified candidates and will provide this list to Human Resources. The top candidates will be contacted by Human Resources to schedule interviews. The selection of candidates for interview should be based on the qualifications and requirements established in the approved job description and posting.
- F. The Hiring Manager and Human Resources determine the date, time, and location for interviews, based on committee availability. Human Resources will reserve a room and notify the committee once the interviews have been scheduled.
- G. The Hiring Manager and Human Resources will determine which employees will serve on the Interview Committee. The Interview Committee will consist of a cross-sectional representation of individuals from various divisions in the college and, at a minimum, the following representatives: a Human Resources representative, the Hiring Manager, an Administrator, if not already the direct hiring manager, a faculty representative, and an hourly staff representative. Committee members must be able to participate objectively and impartially in the selection process and must disclose any actual, potential, or perceived conflict of interest to Human Resources.
- H. Prior to participating in an interview or selection discussion, all committee members will be required to sign a confidentiality and Conflict of Interest Agreement. It is the employee's responsibility to promptly notify Human Resources of any Conflict of Interest.

If a committee member discloses a potential conflict, the employee shall refrain from further participation in the affected portion of the selection process until Human Resources determines whether recusal is required. Human Resources will determine whether the employee should be removed from the Interview Committee or otherwise excluded from participation in the selection process.

- I. Selected candidates are interviewed by the Interview Committee. After interviews are completed, the Interview Committee discusses and shares feedback on candidate's strengths and concerns. Committee members should base their feedback on job-related qualifications, experience, and responses to the established interview questions.

The Hiring Manager has the ultimate committee decision regarding the selection of the candidate to be offered the position. If the Hiring Manager determines that there is no candidate who is qualified and suitable for the position, Human Resources and Hiring Manager will meet to either interview alternate candidates, revisit the candidate pool, re-advertise the position or close the search altogether.

- J. If the Hiring Manager decides to move forward with a candidate, Human Resources will complete the "Gold Sheet" Employment Authorization Form with candidate's name, recommended salary/hourly rate, and attached application/resume. Employment Authorization Form must be signed by Hiring Manager, Division/Department VP, Executive Vice President of Finance & Administration and the President. The President will sign last, as they have final decision-making authority.
 1. If the President approves the selection of the candidate, Human Resources will perform the appropriate reference and background checks, and call the candidate to extend the conditional offer. If candidate accepts, Human Resources then forwards the Employment Authorization Form to the Administrative Assistant of the President who will include the hire for upcoming Board of Trustees' approval. Human Resources then notifies those candidates who interviewed but did not receive an offer. The President, at his/her discretion, may schedule a brief face to face, or phone interview with the candidate prior to Human Resources contacting the candidate with the job offer.
 2. If the President denies the hire, or the offer was not accepted, Human Resources will meet with Hiring Manager to decide whether to offer to another candidate or reopen the search. Human Resources then will contact all interviewed candidates who will not be receiving an offer.
- K. The HR Director notifies the remaining candidates that a hiring decision has been made and the position has been filled.

Conflict of Interest and Impartiality

- A. All employees participating in the recruitment and selection process are expected to conduct themselves in an impartial and objective manner and to avoid actual, potential, or perceived conflicts of interest.
- B. Employees involved in reviewing applications, screening candidates, serving on an Interview Committee, participating in interviews, providing candidate feedback, making hiring recommendations, or making hiring decisions have a responsibility to promptly notify Human Resources of any circumstance that could reasonably affect, or appear to affect, their ability to remain impartial.
- C. A conflict of interest or potential conflict may include, but is not limited to:
 1. A family, romantic, personal, or close social relationship with an applicant;
 2. A current or former supervisory, reporting, or other significant working relationship with an applicant;
 3. A prior employment relationship or significant workplace dispute involving an applicant;
 4. Having previously served on a hiring committee or participated in the selection process involving the applicant;
 5. A financial, business, or other personal interest involving an applicant;
 6. Knowledge of, or involvement with, an applicant outside the normal professional context that could reasonably affect or appear to affect impartiality; or
 7. Any other circumstance that could reasonably create an actual, potential, or perceived conflict of interest.
- D. The responsibility to disclose a potential conflict rests with the employee participating in the selection process. Employees should disclose the potential conflict to the Human Resources Director as soon as they become aware of it and before participating further in the selection process, whenever practicable.

- E. Upon disclosure, the employee shall refrain from further participation in the affected portion of the selection process until Human Resources determines whether the conflict requires recusal. Human Resources will determine, in consultation with appropriate college leadership when necessary, whether the employee should be removed from the Interview Committee or otherwise excluded from participation in the selection process.
- F. When an employee is required to recuse themselves, the employee shall not review or evaluate the affected candidate, participate in interviews or committee deliberations concerning the candidate, influence other committee members regarding the candidate, or otherwise participate in the selection decision. Human Resources may remove the employee's access to candidate materials and communications related to the affected search and may appoint a replacement committee member when appropriate.
- G. The disclosure of a potential conflict and the resulting determination shall be documented by Human Resources and maintained as part of the confidential recruitment record. Failure to disclose a known actual, potential, or perceived conflict of interest may result in removal from the selection process and may be addressed through applicable college policies and procedures.

IV. Effective Date(s)

This procedure first became effective: October 1, 2015
Revised: December 10, 2019
Revised: January 26, 2022
Revised: May 9, 2023
Revised: October 6, 2026

V. Signature and Title

This procedure is implemented by: Megan Sweaney
Title: Human Resources Generalist