



Guide to Faculty Recruitment & Search Process

Table of Contents

Table of Contents	2
Foreword	3
Faculty Position Approval Process	4
Recruitment Process	4
Creating & Approving the Job Posting	4
Advertising the Position	4
Accepting & Screening Applications	5
Search Process	6
Determination of Search Process	6
Supervisor Interview Process (Search Committee Not Needed)	6
Search Committee Process (seven or more qualified candidates)	6
Request to Hire	11
Offer Position to Candidate.....	11
Onboarding Steps	11
Appendix	13
Confidentiality Form	14
Impact of Implicit Bias Video Acknowledgment Statement	16
Guide for Search Committee Process.....	17
Matrix Template	19
Interview Ratings / Scoring Information	20

Foreword

CCD HR is here to help you hire the most qualified faculty to teach for the college. Our goal is to serve you in this process. Concerns or complaints about this process or its application should be forwarded to the Director of Human Resources.

This Guide to Faculty Recruitment & Search Process (Guide) contains pertinent information, current through the date of its issuance. To the extent that any provision of this Guide is inconsistent with State Board for Community Colleges and Occupational Education Policies (BP) or Colorado Community College System President's Procedures (SP), the BP and SP shall supersede and control. BP and SP are subject to change and are effective immediately upon adoption by the Board or System President, respectively. BP and SP may be viewed at the [CCCS website](#).

CCD strives to hire and retain highly qualified staff and faculty that reflect the diverse community we serve. CCD's Affirmative Action Plan (AAP) identifies the metrics used to measure improvements in hiring and retaining a representative workforce, identifies the current diversity of our present workforce, the external availability of qualified candidates, and identifies opportunities for improvement. This Guide incorporates the strategies and recommendations outlined in CCD's AAP. [BP 3-120 – Affirmative Action / Anti-Discrimination Policy](#) & [SP 3-120b – Equal Employment Opportunity / Affirmative Action Program](#) may be referenced for additional information.

Nothing in this Guide is intended to create (nor shall be construed as creating) an expressed or implied contract or guarantee of employment for any term. This document is intended as a descriptive process guide only and does not promise any specific process, procedure, or practice will be followed by CCD. CCD reserves the right to modify, change, delete, or add to the information in this Guide at any time.

Scope: This Guide applies to all approved / vacant open-competitive faculty positions. See the [Community College of Denver's Faculty Handbook](#) for additional information regarding the minimum standards for hiring new faculty and other pertinent information regarding faculty employment.

Faculty Position Approval Process

All new and/or vacant faculty positions must go through the Position Approval Process prior to starting the recruitment and search process. The Position Approval Process can be found in [HR-11](#).

Recruitment Process

This section provides the steps of the recruitment process, including creating and approving the job posting, advertising the job posting, and accepting and screening applications.

Creating & Approving the Job Posting

Once HR has received approval to fill a position using an open competitive search and all necessary forms included within HR-11 are complete, HR will create a draft job posting based on the finalized job description that is then provided to and approved by the hiring supervisor. HR will work with the hiring supervisor to clarify the meanings of qualifications to ensure HR screening is accurate.

HR will email the job posting draft to the hiring supervisor for final review and approval within three business days of receiving approval to fill a position. Once the job posting is approved by the hiring supervisor, HR will advertise the position and email the hiring supervisor a link of the final job posting. See Advertising the Position, below.

Advertising the Position

HR and the hiring supervisor will together determine the length of advertisement, whether two, three or four weeks, and the sites where the job will be advertised. All positions will be posted to [CCD's Careers Site](#) as well as provided to all staff through the Weekly Update.

In addition, faculty positions are typically advertised on [Higher Ed Jobs.com](#), [Monster.com including the Diversity Job Network](#), [State of Colorado Career's Site](#), and [Indeed.com](#).

HR will also recommend additional possible posting sites designed to attract diverse candidates, including the Colorado Coalition for the Educational Advancement of Latinxs (CoCeal). Where the hiring supervisor has specialized knowledge and experience such as membership in a professional organization, HR will collaborate with them to determine the most appropriate additional sites for job posting, within budget constraints. Hiring supervisors may also be aware of paid and unpaid listservs which they should provide to HR as potential posting sites.

HR must approve and post all job advertisements and will also coordinate sending out the notification to the applicable listserv, whether paid or unpaid.

When a faculty position has been posted, and there are no qualified applicants, HR will work with the supervisor, Provost and CFO to explore the possibility of an exception to post at a higher salary.

Accepting & Screening Applications

Applications will be accepted between the open and close dates included with the job announcement. Where a limited number of qualified candidates has applied, HR may recommend, or the hiring supervisor may request, extending the closing date. Otherwise, on the position closing date, HR will remove the job posting from CCD's Careers Site and all applicable external advertising sites.

HR will screen the application materials within three business days of the position close date, to ensure minimum qualifications are met. During periods of high recruitment or where there are a large number of applications to screen, it may take HR longer. HR will update the hiring supervisor if screening will take more than three business days and provide a date when the hiring supervisor will receive the final candidate pool.

HR will contact candidates who did not provide all required application materials and will give candidates one week from date of HR notification to return the requested application materials. If a candidate does not return the requested materials within one week, absent special circumstances, the candidate will be eliminated from consideration for the position. HR will also notify candidates who were not qualified for the

position, no later than one week from finalizing the selected candidate pool and indicate they were not selected to move forward in the process. HR will work with the hiring supervisor if there are internal applicants who did not qualify for the position or did not move forward for the first round of interviews.

Search Process

This section provides information about determining which search process is warranted based on the number of qualified applications received and the necessary steps associated with the search process. For purposes of this document, unless stated specifically, the supervisor may be the Dean, or the Chair and Dean collectively, depending on the vacant faculty position.

Determination of Search Process

The President, at his or her discretion, has the authority to do a direct hire of a qualified candidate.

If six or fewer candidates meet the minimum qualifications, all six will be forwarded to the hiring supervisor for final interviews. (See Supervisor Interview Process, below).

If seven or more meet the minimum qualifications, all will be forwarded to a search committee. (See Search Committee Process, below).

Supervisor Interview Process (Search Committee Not Needed)

The direct hiring supervisor, whether a Chair or Dean, will contact all candidates to schedule and conduct interviews. Interviews may be conducted in-person or remotely by videoconference. Refer to Request to Hire section, below, for next steps after interviews conclude.

Search Committee Process (seven or more qualified candidates)

a. Supervisor Selects Committee Candidates.

The hiring supervisor will provide the Human Resource Recruiter with the names of three or five diverse individuals. At least one person must be employed outside of the supervisor's department/center and

at least one member must be from Enrollment Administration & Student Success. The supervisor may serve on the search committee, but it is recommended the supervisor not chair the committee. The supervisor will identify the committee chair.

HR will review and approve the committee members proposed by the supervisor, within two business days.

After the committee members have been approved by HR, HR will contact the potential member's supervisor to request approval for the individual to serve on the search committee. Once supervisory approval is received, HR will contact the entire final committee via email and copy the hiring supervisor. HR will provide a copy of this Guide to the committee chair electronically.

b. HR Preparation of Materials for Search Committee Use.

Prior to the first search committee meeting, HR will redact all personal information, including name, address, and all contact information, from application materials received from qualified candidates. HR will also assign a candidate number to each applicant, to assist in minimizing any committee member bias. HR will prepare the scoring matrix used by the search committee to screen candidate applications.

HR will build the candidate scoring matrix using the minimum and preferred qualifications included in the final, approved job posting. (See Appendix for sample).

- a. Minimum qualifications are rated on a 1-4 scale with 0.5 increments.
- b. Preferred qualifications are rated on a 0-2 scale with 0.5 increments.
- c. Each candidate must be rated based on the preset criteria using the scoring matrix, not against one another.
- d. There is no set scale for how applications should be scored; however, each committee member should consistently use the same scale to rate all candidates.

c. Search Committee Meetings.

Human Resources will meet with the search committee on three occasions. HR, together with the search committee chair, will ensure the search process proceeds in a timely manner.

a. First committee meeting

Each committee member will:

1. Watch the [Impact of Implicit Bias Video](#)
2. Sign Confidentiality and Subject Matter Expert Form and Impact of Implicit Bias Video Acknowledgment Statement. (See Appendix).
3. Review the Guide for Search Committee Process (See Appendix).
4. Determine candidate review and interview timeline.
5. Develop interview questions. The chair will email HR the final proposed interview questions. HR will review and approve the final interview questions within three business days. If the supervisor is not on the Search Committee, HR will provide the supervisor the opportunity to review the final questions.

b. Committee reviews candidate materials individually.

1. Once items 1-3 above are received from each committee member, HR will email the sign-in link to allow the committee to review the redacted candidate application materials.
2. The search committee reviews all candidate materials on their own time, per the agreed upon interview timeline and sends HR their individual results by candidate number, by the established deadline.
3. All candidates within the matrix meet minimum qualifications, so minimum qualifications cannot be rated as a zero. Every minimum and preferred qualification must be scored for each

candidate. Ratings are based solely on what is provided in the application packet, not on personal knowledge of a candidate. Committee members with personal knowledge of a candidate should discuss with HR whether they should recuse themselves from evaluating a candidate they know personally.

c. Second meeting

1. Where the diversity of the final candidate pool does not match the community and more than five candidates are available, HR will review the EEO data for the additional qualified applicants prior to the second meeting and will increase the number of candidates in the final pool, wherever possible.
2. HR will combine and compile the individual scoring matrix results to determine the group overall scoring for each applicant, by candidate number.
3. The committee members and HR together will review the results of the individual matrix scoring.
4. Depending on the initial number of qualified applicants, HR and the committee will jointly determine the appropriate number of candidates to be interviewed. The committee has discretion to interview more candidates than HR initially identifies, based on the overall group scoring. At least five but generally six to ten candidates will be interviewed, per position available.
5. Prior to interviews being conducted, HR will send the final set of interview questions as determined by the search committee to the supervisor for final review / approval.
6. Search committee members must return all application materials and interview notes to HR for applicants not selected to move forward.

d. Interviews

After the second meeting, HR and/or the search committee chair will schedule interviews with the candidates. HR will assist with locations and videoconference interviews as requested by the search committee chair.

Interviews will be conducted by the search committee.

Faculty interviews consist of a 10 to 15 minute teaching demonstration (based on discipline, this may be longer as applicable), 20 to 25 minutes for preset interview questions and 5 to 10 minutes for the candidate to ask questions of the search committee. See appendix for interview ratings / scoring information.

Teaching demonstration topics will be provided to candidates at least three business days prior to the interview. Five business days are recommended to allow the candidate enough time to prepare for the demonstration.

Search committees will provide and allow each candidate 15 minutes prior to their interview to review the interview questions.

e. Third meeting

The committee will review the results of the group interview ratings and determine finalists to move forward based on ratings.

HR will summarize strengths and weaknesses of finalists being moved forward and verify the final document with the search committee.

All search committee materials will be returned to HR.

f. Final interview with hiring supervisor

HR will forward the names, resumes and summary document to the hiring supervisor.

Once the final candidates have been forwarded, the hiring supervisor will schedule and interview all finalists. Finalist interview questions should be first reviewed by HR. The hiring supervisor will determine which candidate(s) is selected to move forward for hiring approval.

Request to Hire

Once the successful candidate has been identified, the hiring supervisor will conduct three professional reference checks. If the individual was employed by a state agency, or within the CCCS system in the past, HR will contact that agency or college to confirm there were no performance concerns. The hiring supervisor may also request that HR obtain copies of the individual's past performance evaluations.

After successful reference checks have been completed, the hiring supervisor will email a copy of all of the finalist candidates' resumes, a summary of pros and cons for each and a request to hire the candidate to the Provost. Once/if the Provost approves, the Provost will forward all for the President's review. Once/if the President approves, the position may be offered to the candidate.

Offer Position to Candidate

For faculty positions, HR will review the selected candidate's resume and determine the appropriate salary placement per CCD's Compensation Plan, at or over the starting salary, based on education & teaching experience. HR will provide the salary to the hiring supervisor who will make the initial job offer.

The hiring supervisor will contact the candidate to offer the position. The hiring supervisor will discuss salary and required contract days. If a candidate declines the position, the hiring supervisor will select another candidate and start the referral check and request to hire process again. See the next section if the candidate accepts the position.

Onboarding Steps

Once the candidate accepts, HR will upload the candidate into the Online Onboarding System. The online system will email the background check

paperwork to the candidate. HR will also prepare and email the offer letter.

HR will notify the candidate and hiring supervisor if the candidate is not eligible for employment due to a failed background check.

Once the candidate passes their background check, the online system will send the candidate the additional required new hire paperwork and information on benefits. The candidate may also meet with the Benefit Specialist to discuss available benefit options.

Appendix

Confidentiality Form

Confidentiality Form

This form serves as permanent documentation of the expertise which qualifies you for evaluating applicants and/or interviewing candidates. It also serves as your attestation that you will not disclose information obtained throughout the selection process other than to fulfill your commitment as a member of the selection committee.

Vacant Position Title: _____

Name: _____ Title: _____

The purpose of requesting the following information is to document the effort by Human Resources to minimize bias in the selection of committee members.

Gender Male Female Other

Ethnicity: American Indian/Alaskan Native Asian or Pacific Islander

Black (Not Hispanic or Latino) Hispanic or Latino

White (Not Hispanic or Latino) Other _____

Disability: Yes No

Veteran: Yes No

What is your relationship to the vacancy being evaluated? Consider your current and previous experience and check all that apply:

I supervise the position being evaluated.

I am an incumbent in the position being evaluated.

I supervise a similar position.

I perform work similar to the position being evaluated.

Other _____

Confidentiality Form (Page 2 of 2)

Acknowledgement Form

I understand that I will be evaluating confidential application materials and/or interviewing candidates. I also understand that if application materials or discussions related to this selection process are divulged to anyone not specifically authorized, the selection process may be compromised and may result in my removal from this selection committee and/or future selection committees; starting the selection process over with a new committee; or disciplinary action.

I will not divulge any information obtained during the course of this selection process, including application documents, evaluation results, discussion, interview questions, interview results, interview notes or any other criteria used to evaluate candidates. I will not make or retain copies of any material, other than for the specific purpose of evaluating candidates in the course of the selection process. All documents generated and evaluated remain the property of Community College of Denver and I will return all materials utilized in the course of the selection process to Human Resources.

 Signature: _____ Date: _____

Impact of Implicit Bias Video Acknowledgment Statement

TO: _____
Name and Title of Participant

FROM: Patty Davies, H.R. Director
Community College of Denver

SUBJECT: The Impact of Implicit Bias Video

DATE: _____
Date Exam or Search commences

Community College of Denver is a Learning College where policies, programs and practices support learning as the major priority. The Community College of Denver is an Equal Employment Opportunity Educational Employer.

CCD recognizes that administration, faculty and staff reflect the diversity of its students and community and prohibits employment and student discrimination based on race, color, religion, sex, age, disability, national origin and sexual orientation.

I acknowledge the above statements and have watched the Impact of Implicit Bias Video.

Name of member: _____ Date: _____

Guide for Search Committee Process



Guide for Search Committee Process

PURPOSE

The purpose of the search committee process is to provide the college with the opportunity to collect additional information on the qualified candidate's job-related knowledge, skills and abilities that would be helpful in deciding whether or not the candidate is likely to succeed in the job.

PRESCREENING

Human Resources has prescreened all applicants to ensure the minimum experience and educational qualifications have been met.

MATRIX/RATING

You will receive an electronic copy of the matrix. The matrix includes all potential candidates who met the minimum qualifications. Please save the matrix to your personal (H:/) drive, not to the shared drive or on your desktop.

Additional information about the matrix and ratings:

- o Minimum qualifications are within the orange columns and can be rated on a 1-4 scale with 0.5 increments.
- o Preferred qualifications are within the green columns and can be rated on a 0-2 scale with 0.5 increments.
- o Each candidate should be rated based on the preset criteria, not against one another.

There is no set scale for how these applications should be rated, just remain consistent within yourself. Whatever scale you use, please include the "key" underneath the appropriate column on the matrix.

Some notes to remember:

- o Minimum qualifications cannot be rated at a 0.
- o There must be a score in every cell for every candidate.
- o The total score should not exceed the maximum score indicated on the matrix.
- o Please don't reformat the matrix or rank the candidates based on your personal ratings.
- o All ratings should only be based off of what is provided within the packet and should not include any personal knowledge you may have of the candidate.
- o If you are unable to be objective in rating the candidates, please notify Human Resources immediately.

Some applicant packets may be missing a component such as a cover letter, resume, references, application and/or transcripts. The candidates have been contacted to provide the missing component(s). Please rate the candidate off of what is provided. If the candidate is selected for an interview, they are required to have a complete application packet prior to the interview.

SELECTING CANDIDATES TO INTERVIEW

Prior to the second committee meeting, you will email the completed matrix to Human Resources. HR will total all of the scores provided by committee members. The candidates with the top scores will be interviewed*.

Guide for Search Committee Process (Page 2 of 2)

Guide for Search Committee Process

*The following is taken into account when determining who will be interviewed:

- o Where any 'natural breaks' lie within the scoring.
- o How many interviews should be conducted— generally six to ten, depending on the size of the candidate pool and the number of positions being filled.
- o HR review of EEO data/in line with CCD's Affirmative Action Plan.
- o If the committee decides to interview candidates who scored below the top candidates.

QUESTIONS

Inquiries about an applicant's racial background, color, religion, gender, national origin, age, disability, sexual orientation, or other traits are prohibited. Questions such as marital status, appearance, or any that are non-performance related must also be avoided. Asking these types of questions could subject CCD to liability, if the information is used to discriminate.

Please keep in mind:

- o Each candidate should be rated based on the preset criteria, not against one another.
- o Only ask questions that will provide information about the person's ability to do the job, with or without reasonable accommodation.
- o Ask the same questions of each applicant in the same manner. Follow up questions are allowed if the answers given need further clarification.
- o After each individual interview, make sure to note the strengths and weaknesses of that candidate – this will be used when forwarding the finalists.
- o Make solid, legible notes and retain the notes on each applicant.

AFTER INTERVIEWS

During the third meeting, interview ratings for each candidate will be reviewed and the selection committee will determine the candidates selected to move forward for final interviews*.

*The following is taken into account when determining who will be forwarded:

- o How many interviews should be conducted— generally three to five, depending on the size of the candidate pool and the number of positions being filled.
- o HR review of EEO data/in line with CCD's Affirmative Action Plan.

Make sure that the finalists referred to the hiring authority are the most qualified, or at least equally qualified in comparison to the set criteria.

ADDITIONAL NOTES

- o Make sure interviewing sites are ADA accessible.
- o If you know one of the candidates and do not think you can be objective in the interview process, please notify Human Resources immediately.
- o Non-selection letters are not sent to qualified candidates until after the successful candidate has accepted an offer from the hiring authority.
- o Interviews may proceed with a majority of search committee members present which must include the search committee chair.
- o Once all interviews are complete, forward all materials including notes to the Search Committee Chair.

Matrix Template

Community College of Denver

INSERT Selection/Screening Committee

Resume Screening Grid

Number	Candidate Number	1. Minimum qualifications included on job posting listed in orange.	2.	3.	4.	1. Preferred qualifications included on job posting listed in green.	2.	3.	4.	Total
	Scale →	1-4	1-4	1-4	1-4	0-2	0-2	0-2	0-2	INSERT max
1										0
2										0
3										0
4										0
5										0
6										0
7										0
8										0
	Scale →	1-4	1-4	1-4	1-4	0-2	0-2	0-2	0-2	INSERT max

Interview Ratings / Scoring Information

For interview questions:

Write any comments below each question in the space provided and rate each question using the following scale:

- **Unsatisfactory** = does not demonstrate the level of skill required by the position
- **Needs Improvement** = shows marginal skill, requires substantial development
- **Meets** = demonstrates adequate/competent skill
- **Exceeds** = demonstrates above-average skill
- **Excellent** = demonstrates superior/exceptional skill; has the ability to train others in this area

For teaching demonstration:

Rating (use above scale for each item listed below):

Presentation: _____

Concise: _____

Organization: _____

Clarity: _____