

**KILGORE COLLEGE  
FACULTY AND STAFF HIRING PROCEDURES**

**I. PURPOSE AND POLICY:**

**A. Purpose.** It is the purpose of Kilgore College to establish procedures, provide instructions, and set forth basic principles to be followed in the administration of the screening committee process. This document is written to comply with federal and state regulations. The objectives for the screening committee are to obtain and present for administrative consideration, the best candidates to fill faculty and staff vacancies in a timely manner; and to ensure that individual applicants are afforded the opportunity to compete on an equal basis.

**All Kilgore College faculty and staff are expected to be involved in setting a climate conducive to accessing and maintaining diversity.**

**B. Policy.** It is the policy of Kilgore College that:

1. all qualified applicants receive equal consideration without regard to gender, race, color, religion, national origin, disability, age, or veteran status.
2. these procedures reflect compliance with the Civil Rights Act of 1964, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Rehabilitation Act of 1973 (section 503, 504); the Americans with Disabilities Act; Title IX of the Educational Amendments of 1972; the Veterans Assistance Act of 1974; Article 5221k V.A.C.S.; Executive Orders 11246 and 11758; the Texas Commission on Human Rights Act, as amended.
3. by authority of the Kilgore College Board of Trustees, the President is authorized to make offers of employment and employ personnel, subject to Board ratification.
4. while administrators at levels other than the President may be authorized to negotiate employment, only the President can make an offer of employment and this will be done in writing. Administrators other than the President are authorized only to make recommendations for employment.
5. when positions become vacant for any reason, no hiring or search procedures will be initiated until written authorization is received from the Office of Human Resources.

6. this procedure handbook applies to all faculty and staff positions of Kilgore College.
7. vice presidents, deans (or equivalents), directors, department chairs, and coordinators are accountable for efforts to achieve a diverse faculty and staff in their respective areas.
8. positive action will be taken by the administration to identify and eliminate any unnecessary barriers to equal employment opportunities.
9. recruitment efforts will be made to utilize both traditional and non-traditional employment sources which reach individuals who are members of racially and ethnically underrepresented groups, as well as underrepresented gender groups.
10. in the event of an unexpected faculty or staff vacancy, and when time does not permit a full search to be conducted, the President may approve an interim appointment. The duration of this appointment shall not exceed one year, during which time a search will be conducted.
11. exceptions to this procedure may be made only with written authorization of the President.

## **II. RESPONSIBILITIES FOR ORGANIZING AND CONDUCTING SEARCHES**

### **A. President.** It is the ultimate responsibility of the President to:

1. approve or disapprove all requests to conduct an employment search.
2. approve or disapprove all recommendations for hiring.
3. issue a written offer of employment to each successful candidate.
4. submit each new employee to the Board of Trustees for ratification.

### **B. Vice Presidents (or equivalents).** It is the responsibility of the vice presidents (or equivalent) to:

1. approve or disapprove each search before forwarding such requests to the Office of Human Resources and the President's Office.
2. approve or disapprove all finalists for employment consideration and submit same to the President for final approval. Should the VP (or equivalent) disapprove a finalist, he/she shall meet with the committee to discuss the reasons for taking such an action.

C. **Deans or equivalent Supervisor.** It is the responsibility of the deans or equivalent supervisor to:

1. complete and submit a ***Request for Authorization to Conduct a Search*** (Appendix A) and the ***Position Specification*** (Appendix B).
2. approve the screening committee composition. The committee must, to the maximum extent possible, include a cross section of persons with regard to race, gender, and ethnic origin, and the voting members should have knowledge in the field or other meaningful insights as related to the position.
3. receive the screening committee's recommendations and conduct second round interviews, as appropriate.
4. make objective recommendation for employment to the appropriate vice president with a copy to the Office of Human Resources.
5. ensure that all hiring and employment practices are followed in accordance with Kilgore College procedures.
6. notify the successful candidate of the outcome of the search by telephone or delegate to HR or appropriate department chair. Indicate that an official offer of employment can only be extended by the President.
7. assume all of the responsibilities listed below for department chair if the search is for a program coordinator or department chair level position.

D. **Screening Committee Chair.** For faculty positions, the department chair, program director, or coordinator typically serves as the chair of the screening committee. For non-instructional positions, the direct supervisor typically fills this role. It is the screening committee chair's responsibility to:

1. assist the dean or supervisor in writing the ***Position Specification*** to include qualifications and responsibilities of the position. Note: If the search is to fill an existing position, an update to the current job description may be substituted for this.
2. initiate the hiring process by assisting the dean or equivalent supervisor in completing a ***Request for Authorization to Conduct Search*** form. Attach ***Position Specification*** or updated job description.
3. recommend to the dean a three to five member screening committee, after conferring with the Director of Human Resources. The committee must,

to the maximum extent possible, include a cross section of persons with regard to race, gender, and ethnic origin, and the voting members should have knowledge in the field.

4. meet with the screening committee to emphasize compliance with the procedures in this manual, and to give the committee its charge, including the target date for completion of the search, as well as any other specific instructions.
5. receive applications from the Office of Human Resources and duplicate and distribute, as appropriate, to members of the screening committee.
6. work with the screening committee to ensure that all the appropriate steps of this procedure are completed and that a fair and objective hiring recommendation is reached.
7. notify the Office of Human Resources of those candidates not selected for an interview so that letters of non-selection may be developed.
8. forward a copy of the interview questions to the Office of Human Resources for review prior to the start of interviews.
9. forward the *Screening Committee Recommendation* (Appendix F) form to HR and the appropriate dean/administrator for consideration.
10. forward a copy of the all application materials, a copy of the interview questionnaire, and all *Pre-employment Reference Check* (Appendix C) forms to the Office of Human Resources.
11. notify by phone those individuals who were interviewed but not selected for employment, expressing gratitude for their interest in Kilgore College.

**E. Screening Committee.** It is the responsibility of the committee to:

1. review and understand the hiring procedures.
2. maintain confidentiality regarding individuals in the applicant pool, as well as all committee discussions and ratings. FERPA regulations must be considered and individuals breaching the confidentiality of the search process will be subject to disciplinary action.
3. develop a list of essential candidate characteristics (knowledge base, skills, abilities and other qualifications) to be considered in the screening process.

4. develop interview questions (samples are provided in Appendix D) which will be asked of every candidate. This list of questions must focus only on job related issues and must avoid overly personal or discriminatory subjects.
5. screen application materials to determine applicant qualifications based upon job related criteria. Individuals not meeting the "minimum requirements" as listed on the official Kilgore College Job Announcement should not be considered for employment; thus, they should not be offered an interview.
6. select those individuals who will receive an interview. The most equitable method for selecting candidates to interview involves grouping all applications by similar job related criteria (i.e., all applicants with a master's degree and three or more years of experience in group 1, applicants with bachelor's degree and three or more years of experience in group 2, etc.) Interviews should be offered to **all** individuals within the "highest" or most qualified group. If you desire to interview someone in the second most qualified group, all applicants within that group must also be offered an interview. **Please note, there is no such thing as being "over qualified" for a job.**
7. schedule interviews. To the maximum extent possible, interviews should be set at a time convenient to the committee members, as well as the applicants. If desired, the Office of Human Resources will schedule interviews on behalf of the committee.
8. conduct the interviews. Every applicant interviewed must be asked the same basic questions. However, based upon responses received to the basic questions, you are permitted to ask follow up or probing questions that differ person to person. In addition, the committee must ensure that each candidate is treated similarly (i.e., if one candidate is provided a tour, all candidates should be provided the same opportunity).
9. rank the top three finalists in order of preference and submit the **Screening Committee Recommendation** (Appendix F) form.
10. contact references and/or previous employers of top finalist after the interview process. Record the results of the conversations on the **Pre-Employment Reference Check** (Appendix C) form.

**F. Office of Human Resources.** It is the responsibility of the Office of Human Resources to monitor the search process and to:

1. authorize the search opening, in consultation with the President, by signing the *Authorization to Conduct a Search* form.
2. develop and distribute the official Kilgore College Job Announcement based upon the Position Specification or updated job description.
3. develop and transmit to the public information officer any paid advertising of the vacancy requested by the department. Please note: paid advertising is done only at the request of the department and all associated costs must be paid out of departmental budgets.
4. receive original application materials from prospective employees.
5. meet with the screening committee prior to the initiation of the interview process to cover all necessary procedures.
6. prepare and transmit letters of non-selection. A sample non-selection letter is provided in Appendix E.
7. receive employment recommendations from the screening committee and arrange or conduct final interviews, as appropriate.
8. make the final employment recommendation to the President.
9. prepare for the President's signature a written offer of employment.
10. insure that all rules, policies, and regulations concerning equal employment opportunity are adhered to during the search process.

**APPENDIX A:**

**REQUEST FOR AUTHORIZATION TO CONDUCT A SEARCH**

**KILGORE COLLEGE**  
**REQUEST FOR AUTHORIZATION TO CONDUCT AN EMPLOYEE SEARCH**  
*Attach Position Specification/Job Description to this Form*

Position Title: \_\_\_\_\_ Department: \_\_\_\_\_

Type of position:    New Position     Replacement

If replacement, for whom? \_\_\_\_\_ Anticipated Starting Date: \_\_\_\_\_

**Justification:**

1. Review the essential functions of the requested position.
  - a. Are these functions mandatory and/or necessary to the functioning of the department and/or institution?  
Yes  No  If yes, explain

2. List of other positions doing the same or similar duties

- a. Can the position's duties be absorbed by one or more of these positions?      Yes  No   
If no, explain

- b. What salary/overtime implications would there be for the existing position(s)?

3. Is it possible to use part-time labor to cover the vacated position's duties?      Yes  No   
If no, explain

**Authorization:**

\_\_\_\_\_  
Dean/Administrator Signature and Date

\_\_\_\_\_  
Human Resources Signature and Date

\_\_\_\_\_  
Vice President Signature and Date

\_\_\_\_\_  
President Signature and Date



**KILGORE COLLEGE**  
**REQUEST FOR AUTHORIZATION TO CONDUCT A FACULTY SEARCH**  
*Attach Position Specification/Job Description to this Form*

Position Title: \_\_\_\_\_ Department: \_\_\_\_\_

Type of position:     New Position         Replacement

If replacement, for whom? \_\_\_\_\_ Anticipated Starting Date: \_\_\_\_\_

**Justification:**

1. Describe the student headcount and demand for the course(s) taught by this position to include total percentage of closed/full sections as well as class size limits in the discipline.

c. Is there adequate demand for additional sections?     Yes                     No

d. Could this demand be met by introducing reasonable increases to the class size limit?     Yes     No  
If no, explain.

2. List projections on the number of sections that would be filled with additional instructional support. Would the addition of a full time faculty member reduce or eliminate part time and/or overload budgets?

3. Describe current adjunct supply and recent attempts to attract additional adjunct instructors.

a. Can adjunct instructors cover the demand?  Yes     No  
If no, explain.

**Authorization:**

\_\_\_\_\_  
Dean/Administrator Signature and Date

\_\_\_\_\_  
Human Resources Signature and Date

\_\_\_\_\_  
Vice President Signature and Date

\_\_\_\_\_  
President Signature and Date

**APPENDIX B:**

**POSITION SPECIFICATION**



## POSITION SPECIFICATION INSTRUCTIONS

### Attach to the Request for Authorization to Conduct Search

Please include the following information:

#### *Essential Functions of the Job*

Provide a bulleted list of the duties and responsibilities to be assumed by the position. These should include the things the position exists to accomplish and that cannot be delegated to others.

#### *Other Responsibilities*

Provide a bulleted list of the responsibilities to be assumed by the position but that could be delegated to or handled by others.

#### *Education, Skill, and Physical Requirements*

Please specify as:

##### Required

1. **Educational Attainment** (i.e., Master's degree in Business with at least 18 graduate hours in management)
2. **Work Experience** (i.e., Minimum three years work experience in a management position and at least one year teaching experience)
3. **Special Skills** (i.e., computer literate, knowledge of personnel/human resource management systems, etc.)

##### Preferred

1. **Educational Attainment** (i.e., Doctorate in Business Administration)
2. **Work Experience** (i.e., five years work experience in personnel management and at least three years teaching experience)
3. **Special Skills**

**APPENDIX C:**

**PRE-EMPLOYMENT REFERENCE CHECK**

**KILGORE COLLEGE  
PREEMPLOYMENT REFERENCE CHECK  
and PROFESSIONAL/WORK EXPERIENCE DOCUMENTATION FORM**

**APPLICANT** \_\_\_\_\_ **POSITION** \_\_\_\_\_

**COMPANY CONTACTED** \_\_\_\_\_ **TELEPHONE** \_\_\_\_\_

**PERSON CONTACTED** \_\_\_\_\_ **TITLE** \_\_\_\_\_

**Applicant's beginning date?** \_\_\_\_\_ **Ending date?** \_\_\_\_\_

What was your employment relationship with the applicant? \_\_\_\_\_

How long did you supervise (work with) this person? \_\_\_\_\_

**What was the applicant's job title?** \_\_\_\_\_

**What were the applicant's duties and responsibilities?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How would you compare him/her with others doing the work? \_\_\_\_\_

Strong points \_\_\_\_\_

Areas for improvement \_\_\_\_\_

If I were going to be this person's supervisor, what advice would you have for me to maximize his/her performance on the job?

\_\_\_\_\_

Supervisory ability \_\_\_\_\_

Describe how he/she got along with people \_\_\_\_\_

Attendance/punctuality \_\_\_\_\_

Did this person exhibit any common personality traits that interfered with work performance? \_\_\_\_\_

Examples: \_\_\_\_\_

Reason for leaving \_\_\_\_\_

Would you re-hire? \_\_\_\_\_

Position for which best qualified \_\_\_\_\_

Additional comments \_\_\_\_\_

Checker's comments \_\_\_\_\_

Reference checked by \_\_\_\_\_ Date \_\_\_\_\_

**APPENDIX D:**

**SAMPLE BEHAVIORAL INTERVIEWING QUESTIONS**

### Sample Behavioral Questions

1. Describe a time on any job when you were faced with problems or stresses which tested your coping skills. What did you do?
2. Give me an example of a time when you feel you were able to build motivation in your co-workers or subordinates at work.
3. Give me an example of a specific occasion when you complied with a policy with which you did not agree.
4. Describe a situation when you felt it necessary to be very attentive and vigilant to your environment.
5. Give me an example of a time when you had to use your fact-finding skills to gain information for solving a problem, and then tell me how you analyzed the information to come to a decision.
6. Give me an example of an important goal which you set in the past and tell me how you went about achieving it.
7. Describe a significant report or presentation you have had to prepare.
8. Give me an example of a time when you had to go above and beyond the call of duty in order to get the job done.
9. What did you do in your last job to contribute toward a teamwork environment?
10. Tell me about a time when you exceeded your own expectations.
11. We've all worked with people who "rubbed us the wrong way." Think about someone like that for you, and describe how you worked through the difficulties.
12. Describe an accomplishment you are particularly proud of.
13. Describe a time when you had to deal with a difficult "customer." How did you handle the situation?
14. Give me an example of a problem which you faced on any job and tell me how you went about solving it.
15. Describe a time when you were given an assignment unlike any you had faced before. How did you proceed?
16. Describe a disappointment in your career and how you went about overcoming it.



17. Describe a situation when you and a colleague did not see eye-to-eye. How did you handle it?
18. Describe a situation when you had to play a leadership role. What did you do?
19. Can you think of a time when you disagreed with your supervisor? What was the situation and how did you handle it?
20. Have you ever had a situation where you had to work with a colleague who had a different work ethic than yours? How did you handle it?
21. Think of a time when you were given very limited instruction on how to do a task. How did you proceed?
22. Describe a problem you had in your life where someone else's help was very important to you.

*The following questions may help you identify angry or potentially violent applicants. The goal is to **disqualify** poor applicants.*

23. Describe the best boss you have ever had.
24. Describe the worst boss you have ever had. (Look for personality conflict, ridicule, taking responsibility for his/her part.)
25. Tell me about a failure in your life and why it occurred. (Do they take any of the responsibility or just blame others?)
26. What are some of the things your last employer could have done to be more successful? (Constructive or angry comments?)
27. What are some of the things your previous employer could have done to keep you? (Are these reasonable expectations?)
28. Did you ever tell your previous employers any of your thoughts on ways they could improve? (Does applicant accuse employers of stealing ideas? Did s/he share comments alone or partner with colleagues?)

**APPENDIX E:**

**SAMPLE NON-SELECTION LETTER**

Date

Applicant Name  
Street Address  
City, State and Zip Code

Dear Applicant's Name:

Thank you for your recent application for the position of \_\_\_\_\_ at Kilgore College. While your credentials are indeed impressive, our search committee has identified other candidates that more closely match the requirements of the position.

We do appreciate your interest in Kilgore College and will keep your application materials on file for one year should additional interviews become necessary or should other positions become available for which you are qualified

Best wishes in your employment search.

Sincerely,

Michael W. Jenkins  
Director of Human Resources

**APPENDIX F:**

**SCREENING COMMITTEE RECOMMENDATION FORM**

**Kilgore College**  
**Screening Committee Recommendation**

Position: \_\_\_\_\_

Recommendation: First Choice \_\_\_\_\_

Second Choice \_\_\_\_\_  
\_\_\_\_\_

Third Choice \_\_\_\_\_

Committee Rationale/Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Did the committee check references on the recommended candidates?  Yes  No

Candidates Interviewed:

1. \_\_\_\_\_ Date: \_\_\_\_\_

2. \_\_\_\_\_ Date: \_\_\_\_\_

3. \_\_\_\_\_ Date: \_\_\_\_\_

4. \_\_\_\_\_ Date: \_\_\_\_\_

5. \_\_\_\_\_ Date: \_\_\_\_\_

6. \_\_\_\_\_ Date: \_\_\_\_\_

As a member of the Screening Committee for the above named position, I agree that the recommendation listed here is the consensus of the committee.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Send the original of this document to HR and a copy to the appropriate administrator.

## **MAJOR LAWS PROHIBITING EMPLOYMENT DISCRIMINATION**

1. **Title VII of the Civil Rights Act of 1964, as amended in 1972, 1978, and the Civil Rights Act of 1991**

The most prominent source of anti-bias employment rules is Title VII of the Civil Rights Act of 1964. It forbids discrimination in all areas of the employer-employee relationship, from advertisement for new employees through termination or retirement, on the basis of race, color, sex (including pregnancy, childbirth, or abortion), religion, or national origin. The Civil Rights Act of 1991 included additional provisions to Title VII reversing or reinforcing certain U.S. Supreme Court decisions, damages for intentional discrimination, and removal of exemptions for previously exempted employees of elected officials.

2. **Age Discrimination in Employment Act of 1967 (ADEA), as amended**

It is unlawful to discriminate against employees or job applicants because of age when they are the age of 40 or older.

3. **Rehabilitation Act of 1973**

Discrimination based on a person's disability status is the target of the federal Rehabilitation Act of 1973.

4. **Americans with Disabilities Act of 1990**

Discrimination based upon a person's disability is prohibited in all personnel transactions by this Act.

5. **Texas Commission on Human Rights Act of 1983, as amended**

Prohibits discrimination in employment transactions because of race, color, national origin, religion, sex, age, or disability status by public and private employers in the State of Texas.

6. **Civil Rights Act of 1866**

The right of citizens to contract, sue, participate in legal procedures, and to enjoy full and equal benefits of the laws as extended to all persons by the Civil Rights Act of 1866. Employment practices are covered by this Act since the employer-employee relationship is treated as a contractual one; however, employees wishing to sue under this Act must allege the existence of an employment contract.

7. **Civil Rights Act of 1871**

When there is a type of discrimination in employment that amounts to a deprivation of federally-protected rights under color of state law, usage or custom, a remedy is available under this Act.