

- A. **Position Request** When a need is established the hiring manager contacts HR.
- B. The HR director will create a **position requisition** form.
- C. The HR director will meet with president's staff to discuss in detail **strategic human resource planning** in relation to the position. The position may be replaced, restructured or left vacant based upon a position analysis. This decision can be reviewed as the context changes.
- D. Prior to candidates being interviewed the **search committee prepares** a list of questions to ensure all candidates are interviewed the same. This allows for questions specific to the discipline/area being interviewed for, and for the comparison of responses from all applicants. The list of questions is reviewed by the HR director prior to the interviews.
- E. As described in our previous portfolio the hiring process is conducted via a **search committee**. For academic positions, such as faculty, Assistant Dean, Dean, Vice President of Academics, the search committee will be made up of at least three full-time faculty with various other staff and administration being invited to participate. This will be elucidated further below.
 - a. For non-faculty/academic positions, the search committee will consist of the hiring Supervisor or their Designee, and at least one additional full-time or part-time, non-managerial employee. The HR director will sit on the search as availability permits.
 - b. The HR director is ex-officio on most of the search committees to ensure the adherence to EEO laws and best practices in interviewing. In addition, a member of the community may be requested to serve on search committees.
 - c. The search committee receives instructions from the HR director regarding appropriate and inappropriate interview questions, standard hiring procedures, hiring timelines, number of candidates etc..
- F. Additionally, college-wide **open forums** are held for all senior management positions (Dean, Vice President, President.) which allows the entire campus community to provide feedback. The open forums are concluded with all present being asked to fill out anonymous surveys on their impressions of the candidates. This data is collected by the Human Resource Department.
- G. At the conclusion of the interview process the hiring manager will **forward recommendations to President's staff**. The purpose of this hand off to President's staff is twofold: top management have the vantage to see strategic use of positioning within the current institutional human resource structure. Additionally, this has allowed president's staff to work more closely with all areas to understand some of the nuances of the 'on the ground' staffing issues, that perhaps had not been shared to this extent previously.