Palm Beach State College is an equal access, equal opportunity institution. The College complies with all state and federal laws granting rights to applicants for employment or admission to the College. The College prohibits unlawful discrimination on the basis of race, color, creed, ethnicity, national origin, gender, sexual orientation, age, religion, marital status, veteran status, disability, or pregnancy in any of its employment or educational programs or activities.
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MISSION
As a strategic partner and champion of change, the Office of Human Resources is committed to the advancement of Palm Beach State College’s pursuit of educational excellence.

CODE OF ETHICS
The Office of Human Resources at Palm Beach State College strives to promote and maintain the highest standards of professional ethics. The following principles will guide us:

▪ Act with integrity and accept responsibility for what we say and what we do.
▪ Model inclusiveness and treat others with dignity and respect.
▪ Make thoughtful, informed and impartial decisions.
▪ Avoid actions or decisions that could result in a conflict of interest or damage our credibility.
▪ Honor our commitments and confidences.
▪ Stand ready to make difficult decisions for the good of our college.
▪ Further the positive public image of the College and our profession.

GUIDING PRINCIPLES

▪ We value our constituents and their needs.
▪ We are committed to conducting business in an ethical and professional manner.
▪ We encourage new ideas that challenge the status quo in order to unlock creative solutions and deliver unparalleled service.
▪ We foster relationships built on inclusiveness and mutual trust and respect.
▪ Further the positive public image of the College and our profession.

INTRODUCTION
The attraction and selection of highly talented candidates is essential to student success, employee engagement and retention.

The purpose of the Talent Acquisition Manual is to provide hiring supervisors and screening committee members with the means to ensure equal access to all job seekers and equal opportunity throughout the process.

The College has a commitment to enhance the workforce to reflect the demographics of the communities it serves. As mandated by the Florida Educational Equity Act, institutional goals are established annually. In order to meet our equity goals, the members of the screening committees are encouraged to give all possible consideration to qualified candidates from protected groups (females and ethnic minorities) during the screening and selection process. The
Employment works with screening committees and has oversight to ensure the committee’s adherence and compliance with the Act.

To be more inclusive, the College promotes and values diversity, which is broader based than “equity.” The College defines diversity as understanding, valuing, embracing, and integrating a variety of individual differences and experiences. Diversity is the inclusion and acceptance of all people who are “similar” and who “differ”. Diversity is voluntary, qualitative, opportunity focused, integrated and proactive. Valuing diversity creates an environment that values the differences of all employees and seeks to maximize the potential of all. To assist the College in its efforts to increase diversity in its workplace, screening committees are encouraged to seek applicants from different backgrounds, different ethnicities, different work styles, different values, and different ways of thinking. When screening for potential employees, one should consider the following:

- Work experiences or life experiences with people from various socio-economic backgrounds
- Educational degrees obtained from various national and international accredited colleges and universities
- Community and civic involvement with targeted populations
- Field/Industry experience

**Talent Acquisition**

- To serve as internal partners with administrators, managers, supervisors and chairs of the screening committees, who are engaged in the process
- To monitor the screening and selection process to ensure that all legal and college requirements for recruitment and selection are followed
- To develop effective position announcements for publication
- To promptly respond to applicants and maintain excellent applicant relations
- To coordinate the flow of applications and prescreen applicant pools
- To provide training to members of screening committees
- To maintain statistical data on applicants as required by the Equal Employment Opportunity compliance standard
- To ensure completion of the talent acquisition process in an effective and efficient manner

**Role of the Employment Division**

The Employment Division oversees all recruitment and selection at Palm Beach State College.

- Design a talent acquisition process that attracts highly talented candidates
- Guide the hiring supervisor and screening committee members selecting the best candidate
- Provide guidance to and to consult with the hiring supervisor and the screening
committee members during the recruitment process

- Counsel the hiring supervisor and screening committee members on ambiguities or unusual situations that may occur to ensure that all position searches are fair, legal, and comply with college policy and state and federal laws
- Approve all recommended candidates for interviewing or selection or any of their processes
- Audit committee recommendations when necessary
- Cease or re-open a search as needed

- Provide the screening committee with information on the College’s diversity and equity goals. If an applicant pool lacks diversity, Employment may request further advertising before the screening committee begins the screening process

**Role of the Hiring supervisor**

The hiring supervisor is responsible for forming the screening committee and for making the hiring decision. The hiring supervisor may elect to conduct second interviews of candidates prior to making a final determination. The final selection is then forwarded to Talent Acquisition for approval.
LEGAL COMPLIANCE

Palm Beach State College is committed to the policy that all persons shall have equal access to its facilities, educational programs, employment or activities without regard to race, color, creed, ethnicity, national origin, gender, sexual orientation, age, religion, marital status, veteran status, or disability.

The following summary of non-discrimination laws is intended to be a general guideline for managers utilizing this manual as a tool for effective and lawful hiring decisions. It is not intended to be an exhaustive guide to all the intricacies of employment law, many of which are complex and may require detailed analysis. If any issues arise in the recruitment and selection process, the hiring supervisor should immediately contact Employment for guidance. The laws that oversee the hiring process are listed below:

Federal Laws
Title VII of the Civil Rights Act of 1964
Prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin. The act requires employers to compile and keep records that can be used to determine whether unlawful employment practices have occurred. An amendment to the act prohibits discrimination against pregnant women. Pregnant women must be evaluated on their ability to perform a job, not on their medical condition.

Basic premises of discrimination include disparate treatment, which is intentionally treating someone differently and adverse impact, where neutral practices/policies affect a particular group.

The Age Discrimination in Employment Act (1967), as amended
Protects people age 40 and older and prohibits discrimination in employment on the basis of age. Rare exceptions may exist if an employer can prove that requiring an employee to be within a certain age group is a necessary occupational qualification, e.g., child model. Such exceptions would be rare, if nonexistent, in a college environment. Any uncertainty in this area must be addressed with the Office of Human Resources.

Civil Rights Act of 1991
Made changes in the federal laws against employment discrimination enforced by the Equal Employment Opportunity Commission (EEOC). Enacted in part to reverse several Supreme Court decisions that limited the rights of persons protected by these laws, the Act also provides additional protections. The Act authorizes compensatory and punitive damages in cases of intentional discrimination and provides for obtaining attorneys’ fees and the possibility of jury trials. It also directs the EEOC to expand its technical assistance and outreach activities.

The American with Disabilities Act of 1990 (ADA)
Protects people who have mental or physical impairments, who have a record of mental or physical impairments, or who are regarded as having disabilities. One objective of the ADA is to ensure that people who are otherwise able to perform the essential duties of a job are not overlooked because of their actual or perceived
disabilities. The ADA defines a “qualified individual” as a person who has a physical or mental impairment, which substantially limits major life activity, but who can perform the essential tasks of a particular job. Essential tasks are those that must be performed by the jobholder with or without reasonable accommodation.

Title I of the ADA

Specifically addresses discrimination in employment. The act requires reasonable accommodation, which is defined below, so that a person with a disability can perform the essential duties of a position.

Some points to remember regarding the laws of ADA are:

- Essential functions of the job are those core duties that are the reason the position exists. For example, an essential function of a position requiring word processing is the ability to type; an essential function of a groundskeeper is to operate machinery.
- A “reasonable accommodation” is any modification or adjustment to a job, the job application process, or the work environment.
- A “reasonable accommodation” will enable a qualified applicant or employee with a disability to perform the essential functions of the job, participate in the application process, or enjoy the benefits and privileges of employment.
- The College is not required to make an accommodation if it would impose an undue hardship on the operation of the institution. An undue hardship is an action that requires “significant difficulty or expense” in relation to the size of the employer, the resources available, and the nature of the operation. For the purpose of recruitment and selection, determination as to whether a particular accommodation poses an undue hardship will be made on a case-by-case basis by the hiring supervisor/administrator and the Executive Director of Human Resources.
- The College is only required to accommodate a “known” disability of a qualified applicant or employee. Thus, it is the person’s responsibility to tell the College that he/she needs a “reasonable accommodation.”

Equal Pay Act (EPA)

Prohibits discrimination on the basis of sex in the payment of wages or benefits, where men and women perform work of similar skill, effort, and responsibility for the same employer under similar working conditions.

Florida Laws and State Statutes

Marital Status

Florida law stipulates that marital status should not be used as a basis for an employment decision.

The Florida Open Records and Public Meeting Laws (286.011)

All meetings, notes and records of screening and selection committees are subject to the open records and meeting laws, also known as “the sunshine laws”. Specifically:

- All meetings are open, and any interested party may attend. This can include other applicants. However, meetings do not have to be announced publicly and in advance of the meeting.
▪ All notes, records, and scoring sheets are public records. Records include paper records and files, electronic documents and videotapes of interviews.

▪ Each member of the screening committee is responsible for ensuring that his/her notes and applicant rating grids are forwarded to the committee chair.

▪ The chair of the screening committee is responsible for attaching the necessary documentation to the position file and forwarding all records to Employment. Employment will retain the records and maintain the information for four years, as required by state statute.

▪ All recruitment and selection records including applications, resumes, reference checks, records of meetings, applicant rating grids, notes and videotapes may be reviewed by any interested party. Copies may be made at a nominal cost.

▪ The timing of the request to review records must be reasonable, and the review will be done under supervision.

Veterans’ Preference
Florida statute mandates that preference be given in appointment and retention in public employment to veterans of active duty who are Florida residents and who have served at least one (1) day during a period of wartime service. Qualified veterans who apply for such positions will be given preference in the recruitment process. The statute applies to all fulltime and regular part-time positions. Veterans’ preference is not applicable to faculty positions including counselors, librarians, and adjunct faculty or Other Personnel Service (OPS) temporary/part-time positions. To claim veterans’ preference, applicants must complete the College’s Veterans’ Preference Claim form and attach the form electronically to the posted position with appropriate documentation of military service by the position close date.

The Florida Educational Equity Act (228.2001)
The Act prohibits discrimination on the basis of race, national origin, sex, disability, or marital status against a student or an employee in the state system of public education. No person shall, on the basis of race, national origin, sex, disability, or marital status, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity, or in any employment condition or practices, conducted by a public educational institution which receives benefits from federal or state financial assistance. The College is required to report statistical employee data according to gender and race/ethnicity annually to the Office of Equity and Access of the Office of the Florida Department of Education. The College is also required to establish hiring goals for faculty and administrators when those areas are determined to be underrepresented through the College’s equity reporting.

The Florida Open Records and Public Meeting Laws (286.011)
All meetings, notes and records of screening and selection committees are subject to the open records and meeting laws, also known as “the sunshine laws”. Specifically:

▪ All meetings are open, and any interested party may attend. This can include other applicants. However, meetings do not have to be announced publicly and in advance of the meeting.

▪ All notes, records, and scoring sheets are public records. Records include paper
records and files, electronic documents and videotapes of interviews.

- Each member of the screening committee is responsible for ensuring that his/her notes and applicant rating grids are forwarded to the committee chair.
- The chair of the screening committee is responsible for attaching the necessary documentation to the position file and forwarding all records to Employment. Employment will retain the records and maintain the information for four years, as required by state statute.
- All recruitment and selection records including applications, resumes, reference checks, records of meetings, applicant rating grids, notes and videotapes may be reviewed by any interested party. Copies may be made at a nominal cost.
- The timing of the request to review records must be reasonable, and the review will be done under supervision.

Florida Immunity from Liability and Employer Presumption Against Negligent Hiring (768.095 and 768.096)

Florida Statutes provide employers who disclose information about a former or current employee to a prospective employer, upon request of the prospective employer or of the former or current employees, immunity from civil liability for such disclosure or its consequences. This immunity does not exist if it is shown by clear and convincing evidence that the information disclosed by the former or current employer was knowingly false or violated any civil right of the former or current employee protected under chapter 768.

In a civil action under certain circumstances an employee’s employer is presumed not to have been negligent in hiring if, before hire, the employer conducted a background investigation that did not reveal any information that reasonably demonstrated unsuitability of the prospective employee. The background investigation must include:

- Criminal background investigation from the Florida Department of Law Enforcement (FDLE)
- Reasonable effort to contact references and former employers
- Completion of a job application that includes specific information
- Written authorization and a check of the driver’s license records if relevant
- Interview of the prospective employee
- Evaluation of any applicable transcripts
**Florida Records Retention Guidance Sources**

General Records Schedule GS1, State and Local Government Records, September 2007, General Records Schedule GS5, University and Community College Schedule; June 2002. The College must retain all records in conformance with the following:

<table>
<thead>
<tr>
<th>STATUS</th>
<th>RETENTION DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application: Employment (not hired)</td>
<td>4 years after application deadline</td>
</tr>
<tr>
<td>Employee Eligibility Records</td>
<td>4 years after expiration of eligibility</td>
</tr>
<tr>
<td>Employment Examination Records</td>
<td>4 years after examination</td>
</tr>
<tr>
<td>Pre-employment Records (not hired)</td>
<td>4 years after application deadline</td>
</tr>
<tr>
<td>Search Committee Records</td>
<td>4 years after position is filled</td>
</tr>
</tbody>
</table>

**Compliant Procedure for Applicants for Employment**

If an applicant believes that he or she has been subject to discrimination during any phase of the recruitment process, the applicant should either call or write the College’s Equity Officer, or the Executive Director of Human Resources, at 561-868-3114, 4200 Congress Avenue, Lake Worth, FL 33461. Written complaints need to be filed within 180 days from the closing date of the position for which the applicant applied. The Equity Officer or the Executive Director of Human Resources will investigate the stated claim and provide a response in writing to all written complaints within fifteen (15) working days. The College prohibits the retaliation against any applicant who utilizes the complaint procedure regarding the College’s recruitment, screening, and selection process. The applicant will be considered for any future positions for which he or she applies and is qualified.
POSTING A POSITION EXTERNALLY

Job Requisition
When a staff position becomes vacant, the hiring supervisor must submit the online Job Requisition to the Human Resources Classification Department and Finance. Classification submits job requisitions to President’s Cabinet for review and final approval. Approved positions will then be forwarded to Employment. A job requisition must be completed for all positions, even if not posted.

Job Description
Job descriptions are developed for staff positions. The creation of a new position requires both budgetary authorization and the development of a job description. When there is no existing position description for a newly approved position, the manager must complete a Job Analysis Questionnaire (JAQ) utilizing the College’s Job Activities Dictionary. The JAQ is then submitted to Classification.

Classification will contact the manager to review the position description of existing positions and make applicable changes that will support the department’s goals. The classification of a position may take seven to 10 business days from the receipt of the changes or JAQ. Employment will post vacancies following the classification of the position.

Position Announcement
Employment finalizes the job requisition for posting on the Palm Beach State employment website and, if applicable, will advertise in newspapers, external publications and recruitment websites according to the specifications of the position description and in accordance with EEO Guidelines.

Employment collaborates with the hiring supervisor to determine the position closing dates and the best recruitment strategy. Positions are announced with an application closing date, open until filled, or an application review date.

Posting Period
Most positions are posted on the College’s website for two weeks. Posting periods may vary from a minimum of five business days, to open until filled, depending on the degree of difficulty to fill the position and the position classification. Positions advertised on third party sites or in national publications, may require longer posting periods. The Talent Acquisition Manager must approve any exceptions to the minimum posting period requirements.

Application Review Date
Applications and attached documents submitted by midnight on the application review date will be considered for initial review. If a suitable candidate is not selected in the initial review, applications received after the review date may be considered.

Application Closing Date
All applications and attached documents submitted by midnight on the closing date will be considered for review.

Open Until Filled
Applications and attached documents will continuously be accepted until such time as the department notifies Employment to close the job requisition. Applications received by the
posting review date announced in the job overview will receive initial consideration. If a candidate is not selected from the applications received by the initial review date, the hiring supervisor has the discretion to consider applications received after the initial application review date.

Advertise

The college advertises all vacant positions on the employment website. For certain positions, including faculty, the college advertises nationally in various professional publications, major newspapers, and national recruitment websites.
POSTING A POSITION INTERNALLY

The process outlined in the preceding section regarding Job Requisitions and development of Job Descriptions, also applies to the internal position process.

Promotions, Transfers and Vacant Positions

The hiring supervisor, with Employment’s approval, has two options to fill a regular vacant position within the division through a promotion or transfer: (1) promote or transfer an employee without conducting a search; or (2) Employment may post the position to division employees, up to a period of five calendar days.

Employment may post a vacant position to regular fulltime or regular part-time employees for a minimum of seven calendar days through an Internal Posting. Qualified employees will be screened and interviewed. If there are no qualified employees, or if there is an insufficient pool of qualified employees, then the vacant position will be posted externally. The manager reserves the right to post the vacant position externally, if a suitable employee could not be found through the internal division search. Employees who did not apply to the internal division posting will still have an opportunity to apply to the position when posted externally and will compete with external candidates. A job requisition must be completed for all positions even if not posted.
As the talent needs of the College grow and become more complex, targeted methods of recruitment will be applied to meet the hiring needs of managers. As such, the College will employ the methods below for recruiting talent as appropriate.

**Committee Screening**
Through a competitive search, applicants are screened by a panel who will interview and rate applicants towards determining a selection.

**Supervisor/Hiring Screening**
A hiring manager may consider qualified applicants who have applied to a posted position by conducting one-on-one interviews. Prior approval must be obtained by the Talent Acquisition Manager to conduct Supervisor/Hiring Manager interviews and all recommendations for hire will be vetted by Employment.

**Contract/Interim Hire**
In situations where coverage is needed temporarily to replace a regular employee or resources are needed to complete a project, a contract or interim hire may be considered. Assignments of this nature are typically short to medium term in nature and has an end date. Prior approval must be received from the division administrator and the Talent Acquisition Manager.

Hiring supervisor has the flexibility to select who will temporary fill the position without posting it or post the position.

**Temporary to Regular Hire**
A candidate will be hired initially as temporary and then later may be considered for the regular staff position. These candidates are typically sourced through a search or staffing firm. Strong justification to hire a candidate in a regular position must be provided to the Talent Acquisition Manager for consideration or approval.

**Direct Hire**
For unique or difficult to fill positions, recruitment can be accomplished by direct hire of a highly talented candidate. In such cases, an interview(s) will be conducted with candidates typically sourced through a search or staffing firm. Direct hire recruitment must receive the approval of the division Vice President and Assistant Director of Human Resources for Employment and a justification of candidate selection must be submitted for consideration and approval.
**APPLICANT POOL**

Applicant pools are the compilation of online applications, letters, résumés and other documents for specific position vacancies. As prospective applicants apply for a position, they may be prompted by the applicant tracking system to answer specific questions regarding the position. These questions are created by the Office of Human Resources in accordance with the minimum qualifications of the position as outlined in the job description.

Prior to the closing date, Employment may conduct a review of the applications to ascertain whether there are enough qualified applicants to proceed with the process. If it is determined that there is an insufficient pool of qualified applicants, the close date may be extended.

**Application Package**

Applicants, including internal College employees, must complete the Palm Beach State College online application for each position by the posting closing date. For positions that require a degree, specific certification or licensure, copies of these documents must be attached to their online application. Applicants must attach these documents to each position that they apply to. Degrees must be from a regionally accredited institution of higher education. The Council for Higher Education Accreditation is an available resource in determining the accreditation of colleges and universities. If the degree is from an institution of higher education outside of the United States, an evaluation of that credential must be included in the applicant’s packet. Degrees from outside the United States must be validated by an organization belonging to the National Association of Credential Evaluation Services (NACES). An evaluation report from an accrediting organization must be attached prior to the application closing date of each position. Employment will review applications for copies of transcripts and other requested information, and for the diversity of the applicant pool.

**Veterans’ Preference Claim**

Applicants who have submitted the required documentation claiming veteran status, and who meet minimum qualifications for a position, will be awarded veteran’s preference through an interview. Veterans’ preference is applicable to all regular fulltime and regular part-time non-exempt positions. Veterans’ preference is not applicable to administrator, other exempt or faculty positions including counselors, librarians, and adjunct faculty or Other Personnel Service (OPS) temporary positions.

**Prescreening of Staff Positions**

Applicant pools may be prescreened by the hiring supervisor. The hiring supervisor may request that the prescreening be conducted by Employment, which will take three to five business days from the application close date, or the position review date for positions posted “Open Until Filled.” The applicant pools are screened to ensure applicants meet the minimum qualifications and skills stated in the job description. After the prescreening, the applicant pool is released to the screening committee.

**Prescreening of Faculty Positions**

Academic Affairs prescreens official transcripts for credentialing requirements. Applicants who do not meet the credentialing requirements for the position are disqualified from further consideration.
THE SCREENING COMMITTEE

Palm Beach State forms screening committees to reflect an open participatory screening process, which is critical for the hiring supervisor when selecting a candidate. Committees are to be inclusive in regard to race, ethnicity, and gender, and can be comprised of employees, students and, when applicable, community members who are willing to commit the time necessary to serve throughout the screening process. For classified and professional positions, members of the committee may be appointed by the manager or department administrator.

Screening Committee size to include the chair is recommended as follows:

<table>
<thead>
<tr>
<th>Number of Members</th>
<th>Position Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 2</td>
<td>Internal posting</td>
</tr>
<tr>
<td>Up to 2</td>
<td>Classified</td>
</tr>
<tr>
<td>Up to 3</td>
<td>Professional</td>
</tr>
<tr>
<td>Up to 5</td>
<td>Faculty</td>
</tr>
<tr>
<td>Up to 5</td>
<td>Administrative</td>
</tr>
</tbody>
</table>

Role of the Committee Chair

The committee chair will oversee the search process and should possess leadership and excellent communication skills. The hiring supervisor or committee chair will meet with the screening committee to outline expectations of skills, talents, and experience required for the position. The chair will ensure that the search process is conducted in a timely manner.

The chair leads committee meetings and interviews, also ensures effective, open communication among committee members. The chair consults with Employment when questions or concerns arise. The chair is also responsible for collecting and submitting all documentation related to the search process. The chair will refer to the Selection Committee Checklist or the Faculty Committee Checklist to ensure that the appropriate process is followed.

Role of the Screening Committee Members

Committee members play an important role in interviewing and recommending candidates for final selection. The Screening Committee does not determine the selected candidate; their role ends after the final selection of candidates are sent to the hiring supervisor. They attend all meetings and interviews, ensure fair and equal treatment for every applicant, and recommend candidates who best meet the needs of the position and the College to the next level of interviews. The committee submits unranked names of candidates in alphabetical order to Employment. Committee members must become familiar with applicable legal and procedural requirements as outlined in this manual.

The screening committee, under the leadership of the chair, will develop procedures to be followed during the search process. These may include:

- Screening criteria
- The written component of the interview
- Core interview questions
- The length of each interview

For faculty positions, the committee submits three unranked names of candidates in alphabetical order along with strengths and weaknesses of each candidate to Employment and Dean’s Council for approval.
Employees engaging in the screening and selection process should follow some basic guidelines to include the following:

- Rate applicants according to pre-established selection criteria
- Only ask questions that are job related
- Develop pre-employment test and/or demonstrations that are job related and measure the applicant’s ability to perform the essential functions of the job
- Seek Human Resources’ assistance in making reasonable accommodations upon request
- Be consistent with established procedures throughout the process

Confidentiality

It is critical to note that the integrity of the screening process depends upon the confidentiality of the screening committee members. Employees who agree to serve on screening committees must be committed to share their concerns only with other members of the committee, the Office of Human Resources or the hiring supervisor. Committee members must refrain from discussing applicants’ information and/or the screening process with anyone outside of the process, including applicants who apply for the position.

First Committee Meeting

The hiring supervisor or the chair of the screening committee is responsible for inviting the Talent Acquisition Manager, or designee, to the first committee meeting to discuss the screening procedures. If all members of the screening committee have attended a training session on the screening and hiring process, it is not necessary for the Talent Acquisition Manager, or designee, to attend the committee’s first meeting.
INITIAL APPLICATION EVALUATION

Applicant Rating Grid Criteria
The committee chair and/or hiring supervisor develop the criteria that corresponds to the skills and qualifications relevant to the position as outlined in the position description. The criteria should reflect any unique skills and/or experience that can add value to the college. The chair attaches the completed grid for the position online and submits it to Employment for approval before the committee can begin reviewing the applications.

Viewing Applicant Information Online
The committee members will log into the applicant tracking system to review the applicants’ documents, including application.

Completion of the Applicant Criteria Rating Grids
Using the established criteria set forth in the Applicant Criteria Rating Grid, members will individually rate each candidate objectively. Committee members must evaluate the materials without bias and in accordance with the policies as outlined in this manual.

Strategies for screening résumés, applications, and documents include:

- Evaluate all application material against each established criteria on the Applicant Criteria Rating Grid.
- Assess application material to determine if the key qualifying factors are mentioned.
- Look for accomplishments the applicants demonstrate through job experience, volunteer experience or other extracurricular activities that are related to the qualifying factors.
- Look closely at the depth of experience to perform the essential functions of the job.

The final grid for each committee member will be submitted to the committee chair who, in turn, will calculate the totals and combine the individual sheets into a Master Applicant Criteria Rating Grid. The chair will provide the committee the Master Grid for review and discussion before submitting it to Employment. The committee chair will then submit the names of applicants who have been selected for interviews on the Selection Justification Documentation Form, along with the Master Applicant Criteria Rating Grid and each committee member’s individual grids, to Employment for approval prior to contacting candidates for interviews. Employment may assess the applicant interview pool and request additional candidates be added to the pool based on their scores and composition of the interview candidate pool.

Writing Samples, Employment Testing, and Microteaching Demonstration
When written communication is an essential function of the position, as part of the interview process, applicants may be required to do writing samples on job related subjects. When appropriate, applicants may be given job related assessments. Employment must approve all proposed tests and questions for writing samples prior to administering. All applicants are given the same topics and assessments. For faculty positions, candidates will be required to conduct a microteaching demonstration.
Applicants meeting the criteria for claiming Veteran’s Preference, who meet the minimum qualifications of the position, will be granted an initial interview for regular full-time and part-time positions. Veteran’s Preference must be verified by Employment.

Interview Process
A structured interview reduces the subjectivity and inconsistency inherent in an informal interview and is more effective as a selection device. The committee agrees upon the core questions for the interview, which are based on the job duties and requirements that are detailed in the position description. The interview questions and any testing methods are submitted to Employment by the chair for approval. During the interview, the approved list of questions will be asked of all selected applicants.

A committee member must inform the chair if their relationship with a candidate violates the college’s nepotism policy and/or creates a conflict of interest.

The chair or the designee sets up the interview schedule with the applicants. In planning for interviews, allow candidates adequate time to discuss their background, accomplishments, areas of expertise, and goals.

Behavioral Based Interviewing
Behavioral based interviewing is the method recognized by the college. This method centers on the principle that the best predictor of job performance is determined by finding out what a candidate has done or would do in a situation that would be encountered in the position. The position description should be evaluated carefully to determine which knowledge, skills, abilities, and/or other characteristics are most important in performing the job duties of a position, and interview questions should focus on those characteristics.

For example, if the ability to prioritize work is determined to be of great importance in selecting a candidate, an appropriate interview question might be: *Tell me about a time when you were working on multiple projects all of which required your attention.*

These behavioral-based questions should be asked of all candidates without deviation. The answers given by the candidates may, however, prompt you to ask follow-up questions that are likely to differ from one interview to the next.

Using the example above, if the candidate answers the question without elaboration by listing a series of projects that he/she handled at one time, you may ask one of the following questions:

- Which project did you give the most attention?
- How did you organize your time?
- What system did you use to accomplish these projects?

If the candidate provides a list and begins to explain how he or she prioritized the projects, you may choose to opt for one of the follow-up questions instead.

- How did you determine your order of priority for the projects?
- How did other people impact your prioritization of these projects?
- How might you prioritize these projects differently if you had the chance to go back, and why?
It is important to note that while the follow-up questions may vary, each should maintain the original purpose of evaluating the candidate’s ability to prioritize work. Focus the questions on the original knowledge, skill, ability, or other characteristic being evaluated. If a candidate’s answer raises questions in another area, make a note of it, and follow-up at the end of the interview.

Guidelines for Interviewing

▪ All members of the committee should be present for all telephone and face-to-face interviews. If a committee member is not present for all interviews at a particular phase in the process, their scores will not be considered for that phase.
▪ Follow a structured format for interviews and allow for follow-up questions.
▪ Include follow-up questions about any unclear information on the application or the résumé such as gaps of time in work history and reasons for leaving prior or current jobs.
▪ For positions that require experience, create behavioral-based interview questions to obtain information on past performance.
▪ Each interview needs to have a specific time limit.
▪ Contact Employment if any accommodation is requested by an applicant with a disability.
▪ Do not ask questions about a person’s disability, even an obvious disability. Questions must be focused on the applicant’s ability to perform the essential functions of the job with or without reasonable accommodation.
▪ Make no promises to applicants about being employed or recommended for employment.
▪ Do not discuss salary or benefits with applicants. Refer applicants to Employment for any salary or benefit questions.
▪ Allow applicants to ask questions of the committee.
▪ Only job-related responses provided by the applicant are to be written on the interview rating sheets. All information that is submitted is public information.
▪ Face-to-face interviews can be conducted in-person or via video conferencing.

Telephone Interviews

Telephone interviews will not be required in most searches.

Interview Rating Sheets

Screening committee members use the Interview Rating Sheet to evaluate each candidate during or immediately after the telephone and/or face-to-face interview. The sheet is designed to list and evaluate each question that is asked of the candidate. After the candidate is interviewed, each member of the screening committee tallies the rating, and submits the sheet to the committee chair. Interview Rating Sheets of all candidates are submitted to Employment at the end of the committee’s process.

Committee Results

Although the face-to-face interview provides an indication of the strength of applicants, the evaluations need not be taken as absolute. After discussion, the hiring supervisor makes the final hiring selection.

Final Selection

The top scoring candidates are submitted to the hiring supervisor in alphabetical order. The hiring supervisor may bring in the final candidates for interviews, request to interview additional
candidates, make a hiring decision, or discontinue or reopen the search. Certain actions may require approval from a second supervising administrator. The final selection is then referred to Employment for approval. Employment is responsible for all responses to applicants, including those not selected.

For faculty positions, the screening committee submits the names of the finalists, in unranked order, along with the strengths and weaknesses analysis, to Employment and Dean’s Council for approval. Dean’s Council then makes the final recommendation.

The college reserves the right to discontinue or reopen a search.

Checking Employment Reference

The hiring supervisor or designee is responsible for obtaining references on the applicant who has been selected and approved by Employment for a specific position.

The hiring supervisor or designee must obtain three professional references on the candidate using the Employment Reference/Evaluation Form. Every attempt should be made to obtain references from the candidate’s current or previous employers. Previous managers provide the most valuable references. Since the candidate has signed a release for Palm Beach State to obtain references, the hiring supervisor or designee may conduct further reference checks beyond the individuals identified by the applicant. A manager or designee cannot contact a current employer when an applicant has indicated that the present employer should not be contacted. This information can be found under the “work experience” section of the application.

In conducting reference checks, all information collected must be job related. Once satisfactory references are received, the hiring supervisor or designee will submit to Employment, who will then make the offer.

Employment Offers

Only the Office of Human Resources is authorized to extend offers of employment for regular faculty, fulltime, and regular part-time positions. The offers are subject to the guidelines as outlined in the College's Salary Schedule. Offers are contingent upon successful completion of drug test and criminal background check.

Employment offers for temporary positions that are funded through Other Personnel Services (OPS) budget, including adjunct faculty, are extended by the hiring supervisor. The hiring supervisors are responsible for ensuring selected candidates are qualified for the positions for which they are hired. If a hiring supervisor is unsure of a salary rate for OPS personnel, they should consult with the Office of Human Resources.

Before any offer of employment is made to a fulltime faculty, Employment must receive a written recommendation from the Vice President of Academic Affairs or authorized designee. The Office of Human Resources confirms all offers in writing.

Drug Testing/Criminal Background Checks

Employment is responsible for referring and/or arranging drug testing for applicants and for conducting criminal background checks. When an offer of employment is made, the college conducts a level II criminal background check, to be renewed every five years.

Official Transcripts

Transcripts for fulltime faculty and adjunct instructional positions must either be an official copy or a college-stamped student copy,
scanned into an electronic format and attached to the application. Transcripts produced through web-based student systems will not be accepted. Applications without attached copies of official transcripts will not be considered.

For all other positions requiring a degree, once given an offer of employment, a candidate is responsible for obtaining their official transcripts from the college(s) they attended. This also applies to required certifications and licensures. These official transcripts are sent directly to the Office of Human Resources and must be received within the first three (3) months of employment.

**Reapply**

Adjunct faculty not on paid status will be terminated due to inactivity after 24 months. As a result, adjunct faculty will need to reapply for any position(s) of interest and follow the recruitment process.

OPS personnel not on paid status will be terminated due to inactivity after 12 months. As a result, OPS personnel will need to reapply for any position(s) of interest and follow the recruitment process.