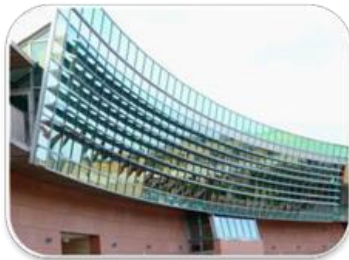


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# SEARCH PROCESS AND PROCEDURES

FOR REGULAR FACULTY AND STAFF POSITIONS

PRESENTED BY: HUMAN RESOURCES

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## INTRODUCTION

Our employment goal is to attract, select, retain and promote the best possible candidate for every position. We are dedicated to ensuring our employment processes are fair and open to all who are interested in employment with the college.

## BASIC PRINCIPLES

### NON-DISCRIMINATION

Del Mar College is an Equal Opportunity/Affirmative Action Employer. As provided by law, Del Mar College does not discriminate on the basis of race, color, sex (including pregnancy, gender identity/transgender status, sexual orientation), age, national origin, religion, disability, genetic information, or any other constitutionally or statutorily impermissible reason.

Applicants requesting disability accommodations can obtain information concerning assistance in the application process by contacting Del Mar College Human Resources at (361) 698-2178. The College is committed to diversity in its workforce.

### CONFIDENTIALITY

Any information used or discussed during the search process will remain confidential. This applies to all committee members and all Department, Division, and Human Resources personnel. Breaches of confidentiality may be subject to appropriate disciplinary action and can also result in disbanding the committee and canceling the search process.

### RECORDS RETENTION

All final records from the committee are retained for a period of two years, as specified by the records retention schedule, and are subject to release under the Texas Public Information Act or other legal proceedings.

### TIMELINESS

Consistent with achieving a diverse applicant pool that will produce high quality applicants, vacancies must be filled in the shortest timeframe possible after approval to post has been obtained.

## FACULTY POSITIONS

The identification, review and approval of faculty positions to be filled by the fall semester should be completed by November 1st of the preceding academic year. Faculty Chairs will submit their position requests to the administration by October 1st to provide time to review and authorize recruitment.

Unanticipated vacancies or requirements for additional faculty positions occurring outside this standard timeframe will be promptly submitted for review to obtain approval. If needed, a second round of faculty positions may be advertised nationally for positions justified and approved in January.

## STAFF POSITIONS

Non-faculty departments will submit job postings requests online to obtain approval as the need arises.

## **SEARCH COMMITTEES**

Search Committees are used to optimize the effectiveness of the search process to ensure the employment of the most qualified applicant. The use of search committees provides a more thorough approach to the search process.

A committee should be diverse and ideally include Del Mar employees of different administrative levels and gender. A committee should be comprised of members with job content knowledge of the position. This may be faculty or staff who collaborate work processes in some way, such as an administrative assistant or instructors both inside and outside the program. A faculty committee may be further staffed with subject matter experts from the discipline of the position being advertised as the need arises.

It is best to have at least three members on a committee, but there can be no more than seven.

## **APPOINTMENT OF COMMITTEE MEMBERS**

### **Faculty**

Search committees are required. A Dean or Department Chair will designate a search committee to move forward with the search process. A ranking criteria matrix must be used to document the evaluation process.

### **Staff**

Committees are required for all regular, full-time positions including grant-funded, unless an emergency temporary appointment is justified. A ranking criteria matrix must be used to document the evaluation process.

## APPROVAL OF COMMITTEES

The HR Office will review to ensure diversity of the search committee.

## COMMITTEE RESPONSIBILITIES

### Search Chair

The Search Chair will schedule a first meeting with the search committee for which Human Resources will attend to explain the search process.

The Search Chair will direct and expedite the search process, coordinate and facilitate meetings, ensure all applicants are fairly and equitably evaluated, plus provide all required information to Human Resources for the selection of a finalist.

### Committee Members

Search committee members will evaluate applicants, maintain confidentiality of the search process, and work as a cooperative member of the committee to achieve consensus of committee decisions. Each committee member must give the evaluation task the necessary time and attention to achieve an accurate evaluation of the information provided by applicants.

## ATTENDANCE

A committee member who is not present during on-campus interviews and/or teaching or skill demonstrations cannot continue in the search process unless the committee member reviews an audio or video recording of the entire interview. A saved file of the audio or video recording must be retained in accordance with retention requirements for a period of two years. The Search Chair may contact IT to ensure a file is created with the capability to be sent to HR for retention purposes. The applicant must be aware that the interview will be recorded.

## RESOLVING CONFLICTS OF INTEREST

The Human Resources Office will guide the committee in compliance with search procedures. The Human Resources Office is available to assist the committee and its members by maintaining an open-door policy and is available to any committee member(s) who wishes to express any concerns about an on-going search. Early reporting and resolution of potential problem areas are encouraged. Retaliation towards a committee member who reports a perceived procedural problem or discriminatory act will not be permitted.

Any actions of the committee that generates the perception of discriminatory treatment of an applicant will be immediately reviewed. Human Resources will advise the committee of the results of the review and provide recommendation(s) on corrective action, up to and including dismantling the committee.

Members (inclusive of the Search Chair) of the committee may excuse themselves from serving on a committee if an applicant is a family member as defined by College policy (B5.7), or if an applicant has a close personal relationship with the committee member.

## POSTING A POSITION

The Department will submit a modified or new position description online at DMC Jobs for approval to post. Education and experience requirements for faculty positions must meet minimum SACS credentialing standards. Education and experience requirements for staff positions must be taken from an approved position description. The President will provide the final approval to post all full-time positions.

## ADVERTISING

Upon receipt of an approved position to post, Human Resources will advertise the position. Originating departments should clearly specify all specialized journals or websites where the advertisement should be posted. Any additional advertisements other than what is normally posted by the Human Resources Office will be approved by HR based upon budget restrictions. Originating departments may also place the advertisement on websites where they have membership and posting rights; these will be no-cost postings.

The College has a responsibility for ensuring that the advertisement of the position vacancy produces a diverse applicant pool of qualified applicants.

Any job posted on a third party site will include the DMC Jobs website and the actual closing date of the position. Job boards may not allow the Human Resources Office to close a job posting on the exact day the position will close on DMC Jobs. Job boards may require a thirty- or sixty-day advertisement, although the position may only be open to the public for fourteen days on DMC Jobs. A position may also be advertised on a job board through a contract with another company. The College has no control over these situations and the College is not responsible for advertisements found on jobs sites other than DMC Jobs. Applicants must go to DMC Jobs to be informed of accurate, updated information for any and all job postings.

### External Advertisements

**Full-time faculty and exempt positions** must be open for a minimum of fourteen (14) calendar days. Non-exempt positions must be open for fourteen (14) calendar days.

### **Internal Advertisements** – Current Employees Only

***Internal job postings*** must be open for five (5) working days. Anyone currently employed and receiving a paycheck from the College may be considered for an internal job posting.

## CONSIDERATION OF APPLICATIONS

Applications must be received by the Human Resources Office by the published closing date of the job posting at DMC Jobs. The college is not required to wait for submission and receipt of transcripts from colleges attended by the applicant in order for an application to be complete. Transcripts that are not attached during the application process by no fault of the online system DMC Jobs or by no fault of the College or its personnel constitute an incomplete application. This does not indicate that an applicant does not meet the minimum qualifications of the position, but that the application is **incomplete** and the application cannot be moved forward for further consideration. **HR is unable to accept any application materials once a position closes.** If a position re-opens to the public, all applicants will be allowed the same opportunity to supplement documentation for stated position at that time.

The committee may re-open the position to obtain further documentation from applicants once approval from the Department Head is received in writing by HR; however, the position will be required to remain open for an additional two weeks.

## APPLICANT RESPONSIBILITY

Applicants are responsible for submitting a complete application with all supporting documentation required by the closing date on the job posting. Applications for full-time positions are only accepted online through DMC Jobs.

During the online application process at DMC Jobs, instructions inform applicants that the college will accept unofficial copies of transcripts. **It is the applicant's responsibility to submit transcripts regardless if the applicant is a current employee or not.** **If a position requires a degree as a minimum qualification, the transcripts must show that a degree has been conferred with date awarded.** **Applicants who fail to submit a complete application are not considered to be applicants as they have not complied with the college's application requirements.**

## EVALUATION PROCESS

### REVIEW OF APPLICATIONS

All applicants forwarded to the search committee by Human Resources will have provided a complete application and will have met the minimum requirements of the position. The search committee reserves the option to screen for minimum qualifications, if desired. The search committee will only obtain access to an applicant pool upon submitting a final draft of a ranking criteria matrix and interview questions.

## INTERVIEW QUESTIONS

The committee must develop job-related interview questions and provide to Human Resources for approval. The DMC Interview Questionnaire Guide may be used to assist in developing interview questions.

### **Skills or Teaching Demonstrations**

The committee has the option of using a skill(s) or teaching demonstration as a part of the on-campus evaluation process. The desired skill(s) or teaching demonstration will be provided to Human Resources for approval.

Search committees may select office proficiency demonstrations to be completed by interviewees. Human Resources can provide the types of demonstrations available upon request. Applicants will visit the HR Office to complete the demonstrations.

## RANKING CRITERIA MATRIX

All search processes will use a ranking criteria matrix. The hiring ranking criteria matrix provides a quantitative approach for selecting applicants to interview. Human Resources and the search committee will collaborate to create a ranking criteria matrix that will be used to evaluate applicant's knowledge, skills, and abilities as they pertain to the position.

A draft ranking criteria matrix will first be created by Human Resources and emailed to the search committee for review and approval. The committee is responsible for providing to HR a final draft ranking criteria matrix that will be used to evaluate applicants. The applicant pool will not be released for review by the committee until a final draft of the ranking criteria matrix and interview questions have been approved by HR.

### **Point System**

The point system may need to be adjusted from the draft matrix Human Resources provides, depending on what areas should be emphasized for evaluation purposes. The committee may also further describe how the point system is to be used for each column.

### **Ranking Criteria**

After the matrix is finalized, the evaluative criteria are placed online by Human Resources. Each search committee member is responsible for logging in to DMC Jobs to evaluate each applicant. The system tallies the scores of all committee members. The highest scoring applicant will be ranked as initially the most qualified. There should be a natural break in the numbers totaled for the pool of applicants. The search committee will then decide how many applicants to interview based upon where the break in numbers lay. The committee may first choose to screen applicants by phone to narrow down the pool of applicants.



The search committees may meet to discuss each applicant and determine a score for each column on the matrix. If differences of opinion exist, the committee should discuss the differences and come to a consensus for each column on each applicant.

The applicants that the committee is certain an interview will not be conducted with will be removed from the active pool of applicants by the Search Chair. An automated email will be sent to these applicants, notifying them of their application status.

## SCHEDULING ON-CAMPUS INTERVIEWS

The committee members are responsible for scheduling campus interviews and ensuring all decision makers such as Department Chair, Dean, and Vice President have been invited to participate in the interview process. The timeframe allotted for each interview should be uniform. Open or social forums may be scheduled with departmental personnel to acquaint the applicant with department employees and operations. Applicants may be taken to lunch only with prior approval from the HR Department.

HR will provide the travel reimbursement policy to any applicant traveling over 100 miles to Del Mar College for a campus interview. Applicants will make their own travel and hotel arrangements. Interviewees will be reimbursed for allowable expenses according to current policy by submitting their signed request for reimbursement, with receipts, to Human Resources.

Each out-of-town applicant will be provided the same equal opportunity to come to the Del Mar College campus for an in-person interview. If an applicant is unable to travel for any reason, the applicant must initiate a request for a Skype interview. The Information Technology Department may be contacted to set up any equipment for a Skype interview. Applicants will be notified if an interview will be recorded.

The on-campus interview schedule will be distributed to the members of the committee, the Department/ Division/ Executive Director /Vice President, and the Human Resources Office.

## INTERVIEW PROCEDURE

It is important that all questions be asked of each applicant in a consistent manner. If the applicant's response to an interview question is unclear to a member of the committee, the member may ask for clarification only within the context of the original question. New questions or questions designed to elicit a desired response from the applicant to an approved question may not be asked by committee members.

**Applicants should be scored on each question asked of them using a 5-Point Scoring System:**

**5-Point Scoring System**

**Points Answers**

- 5 Best possible answer an applicant could provide; admirable.**
- 4 Desirable answer; outstanding**
- 3 Acceptable answer that a qualified applicant could provide. \***
- 2 Brief answer. Does not address all aspects of question.**
- 1 Poor answer that indicates no knowledge, skill, or ability.**

**\* Level 3 should be used as a benchmark and is usually the easiest to develop first.**

## **SELECTING A FINALIST**

### **REFERENCE CHECKS**

Applicants are required to include reference information on to the application. When HR approves an interview, the online system will send an automated email to reference providers who have an option to either upload a reference check form or type reference information. The reference is uploaded to the applicant's account. This information is available to the committee. The committee is to review any recommendations that may have been uploaded to the finalist's application. If a recommendation was not received from a previous supervisor, the Search Chair will need to obtain a reference from one of the finalist's supervisors by using the PER 058. The Search Chair is to ensure the finalist has authorized the committee to contact the supervisor by referring back to the finalist's application. (May we contact this employer? Yes.) If additional references are needed, the committee Search Chair will use the PER 058 reference check form to obtain the reference.

## HIRING PROPOSAL

The Search Chair is responsible for creating a hiring proposal. The hiring proposal will include a candidate selection analysis and a summary of each interview. The hiring proposal may address strengths and weaknesses of each interviewee. The hiring proposal is routed forward for approval. HR will review all documentation and approve a starting salary. The President provides a final approval for all full-time positions.

If the Department Head, Dean or Vice President does not concur with the committee recommendations, the Chair will meet with the Department Head, Dean or Vice President to discuss the recommendations and the reason(s) for non-concurrence. If the committee determines that no finalists are to be recommended for selection, the committee submits its findings to the Department Head and Human Resources; and the search process may begin anew.

## FINALIST APPROVED

After the President provides approval for the chosen finalist, Human Resources will inform the Search Chair or Hiring Manager. The Department will have the option to extend an offer to the finalist for the position or allow Human Resources to extend an offer of employment.

### **Written Offer of Employment**

When a selection is made, Human Resources will prepare a written conditional offer of employment that reflects the appropriate conditions of employment and provide to the finalist via email and by mail. HR will request a criminal background authorization form from the finalist of the position and process the form. If the conditional offer of employment is accepted, HR will notify the Search Chair and Hiring Manager.

If the position is a labor-intensive position, the Human Resources Office will provide documentation for the applicant to present to Concentra for a physical examination and drug-screen.

If the applicant declines further consideration for employment, HR will advise the Department. If there is not a second choice for the position, the Department may request approval to initiate a new search.

Applicants who were interviewed and not selected for the position will be notified via email by the Human Resources Office.