



# **Bristol Community College**

## **Search Committee Process**

**(Revised November, 2018)**

## Table of Contents

Introduction.....	3
<b>OVERVIEW OF RECRUITMENT AND THE SEARCH COMMITTEE PROCESS .....</b>	<b>4</b>
Formation of the Committee.....	5
Training .....	6
Resumes .....	6
Number of candidates to be interviewed .....	6
Interview Exchange at a Glance .....	6
Interview Exchange Access:.....	6
System Features .....	6
<b>ROLE OF SEARCH COMMITTEE MEMBERS.....</b>	<b>6</b>
Chair.....	6
All Search Committee Members.....	7
Affirmative Action Representative.....	8
Hiring Administrator.....	9
Conclusion .....	9
<b>EMPLOYMENT INTERVIEWS .....</b>	<b>9</b>
Conducting the Interview.....	10
Legal Issues/Basic Guidelines at a glance .....	10
Clarification of Legal Issues/Basic Guidelines in Pre-Employment Inquiries .....	11
Name.....	11
Marital and Family Status .....	11
Age.....	11
Disabilities.....	11
Sex/Gender.....	11
Race and Ethnicity .....	12
Address or Duration of Residence.....	12
Birthplace.....	12
Religion .....	12
Military Service.....	12
Citizenship .....	12
<b>CANDIDATE SELECTION PROCESS .....</b>	<b>13</b>
Search Committee:.....	13
Hiring Administrator: .....	13
Affirmative Action Assurance Form.....	14
Affirmative Action Signatory Form .....	16

## **Introduction**

As an institution of higher education and an equal opportunity employer, Bristol Community College commits itself to affirmative action and a diverse workforce. The college provides a credible Search Committee and fair search process for a declared job vacancy. Search Committee members are appointed to bring a mix of disciplinary expertise and institutional insight to the hiring process for faculty and staff. It is critical that Search Committees and Hiring Administrators ensure all applicants receive a positive impression of the college and maintain the confidentiality of candidates' documents as well as the integrity of the search process.

After interviewing agreed upon applicants for a position, it is the collective goal of the Search Committee to recommend qualified finalists to the Hiring Administrator who determines the selected candidate for the position. Human Resources will be involved with the Hiring Administrators at the beginning of the search to clarify roles and at the conclusion in order to ensure a successful on boarding experience for the new hire. The college is appreciative of the important role committee members serve throughout the search process which contributes to the college's ability to provide a broad range of services, programs, and activities to our future and current students.

## **OVERVIEW OF RECRUITMENT AND THE SEARCH COMMITTEE PROCESS**

<b>RECRUITMENT/ SEARCH COMMITTEE PROCESS</b>		<b><i>Point Person</i></b>
1.	Determine Vacancy Exists and Approves request to Hire	President
2.	Determine Job Duties Responsibilities and minimum Qualifications	Manager/Dean
3.	Establish a Search Committee (Include an Affirmative Action Representative)	Manager/Dean
4.	Determine Recruitment/ outreach Venues	Manager/Dean/Human Resources
5.	Advertise/ Post Vacancy	Human Resources
6.	Acknowledge applications	Human Resources
7.	Identify candidate pool, including determination of sufficient diversity	Human Resources
8.	Convene Search Committee and establish a calendar for meetings	Search Committee Chair
9.	Review Candidate Qualifications. May also chose to develop a Candidate Ranking Matrix	Search Committee
10.	Create standard job related interview questions and at least one diversity related question for each candidate	Search Committee
11.	Contact HR to receive a list of all candidates that self-reported qualified or not qualified for the position	Search Committee Chair
12.	Provide Human Resources a list of Candidates to be interviewed, Includes dates times and Locations, with Appropriate Facilities, Needed Technology For Candidate Presentations, booked with Bristol Events Planning. Include a script containing the criteria for a presentation to be read and given to the candidate by Human Resources in preparation before the interview.	Search Committee Chair
13.	Selected candidates for interviews submitted by the committee is reviewed by HR for Affirmative Action Assurance and HR may recommend additional review of minority candidates	Human Resources
14.	Coordinate with applicant and IT to confirm Skype accounts and tests connections	Human Resources
15.	Identify Candidates to be interviewed	Search Committee
16.	Schedule first interviews with applicants and confirm interview schedule with Chair of the committee	Human Resources
17.	Review Personnel Folders of Internal Candidates for MCCC Positons	Search Committee
18.	After completion of first interviews, deliberate and recommend at least 3 finalists to the hiring administrator	Search Committee
19.	Send the finalists' strengths/areas to follow-up to the Hiring Administrator	Search Committee Chair
20.	Schedule finalist interviews and conduct reference checks	Hiring Administrator

21.	Inform HR of intent to hire	Hiring Administrator
22.	Calculate Salary according to policy and/or collective bargaining agreement	Human Resources
23.	Make job offer, inform HR and Chair of hire, submit Personnel Action Form, for Hiring Recommendation to the President	Hiring Administrator
24.	Inform Search Committee of Hire	Search Committee Chair
25.	Once a job is accepted by a candidate, email all candidates not selected for the position	Human Resources
26.	Send announcement of new hire to college Communication to be included in the Bristol Weekly once HR emails regret/ thank you letters	Hiring Administrator
27.	Discard all information regarding the applicants screening and interview notes after it has been fulfilled.	Search Committee

### **Formation of the Committee**

- The Search Committee will consist of the following:
  - (3-5) individuals depending on the position
  - 5 individuals for faculty positions
  - The search committee will be larger for President, VP's, AVP's, Dean positions, etc.
- Suggested structures of committee:
  - Three Members**
    - Chair from department/division
    - One Affirmative Action member
    - One member from other department/division
  - Four Members**
    - Chair from department/division
    - One Affirmative Action member
    - One department member
    - One member from other department/division
  - Five Members**
    - Chair from department/division
    - Two department members
    - One Affirmative Action member
    - One member from other department/division
- Chair organizes schedule of meetings via email with committee members prior to first meeting.
- Members of the search committee will commit to this schedule of meetings and will be released from the committee if they don't adhere to the schedule.
- Visual diversity representation is important and must be present on all search committees.

## **Training**

- The Search Committee will receive training from Human Resources. The Human Resources representative will run through the specifics of the process including expectations and guidelines and assist in developing and strengthening effective interviewing skills.
- Training will be conducted prior to the deadline for applications.
- A member of the Affirmative Action Committee will be selected to serve on a Search Committee.
- A Human Resources representative will participate on searches when possible to monitor and assist in the process, but cannot vote on the selection of candidates to be interviewed.

## **Resumes**

- All resumes will be processed through the on-line applicant tracking system (ATS) *Interview Exchange*.
- Search committee members will have secured access to the resumes of applicants from any computer with internet access.
- Committee members will review all resumes and select the candidates for interview.

## **Number of candidates to be interviewed**

- Five (5) to Seven (7) candidates, and more if appropriate.

## **Interview Exchange at a Glance**

Bristol Community College uses the following functions of *Interview Exchange*.

- Advertisement and Sourcing for Human Resources
- Applicant Information for Hiring Administrators, Search Committee Chair, and Members
- Personal Action Forms for Benefitted and Part-Time Employees

## **Interview Exchange Access:**

1. <http://www.bristolcc.edu/facultystaff/humanresources/>
2. [www.interviewexchange.com](http://www.interviewexchange.com)

## **System Features**

- View applicant documents and references
- Enter job related notes for each candidate which each committee member can view
- Sort applicants by name and date
- Export an Excel quick report of applicants that can be customized.
- Upon committee deliberations, the committee chair has the ability to move candidates into specific folders. (e.g.: Interviews, Finalists)

## **ROLE OF SEARCH COMMITTEE MEMBERS**

### **Chair**

1. Gain an understanding of the position to be filled to assist the search committee with its responsibilities.
2. Organize search committee from beginning to end according to the guidelines set forth in this document.

3. Arrange all search committee meetings with a planned agenda.
4. Explain timelines and serve as the liaison with the hiring administrator and Human Resources Office.
5. Encourage members of the Search Committee to respect the integrity and confidentiality of the search process and the applicants.
6. Serve as a voting member of the search committee.
7. The Human Resources Office schedules the first interviews with the list of candidates to be interviewed. Move the candidates to the *Interview folder* in the applicant tracking system. Inform Human Resources of any pre-employment testing or required presentation and the information will be communicated to the candidate upon scheduling the interview. Arrange for any multi-media services needed for the interviews. Coordinate with human resources for skills assessment for the following administrative positions:

1. **Clerk IV**
2. **Administrative Secretary I**
3. **Administrative Assistant I**
4. **Administrative Assistant II**
5. **Executive Administrative Assistant**

8. Upon the completion of the first round of interviews, recommend a list of finalists to the Vice President of Human Resources and Affirmative Action and Hiring Administrator of candidates' ability to do the job and areas of concern. No ranking of candidates. Move the recommended candidates to the *Finalist folder* in the applicant tracking system.

#### **All Search Committee Members**

- Provide valuable input into the search process by taking part in the criteria review, candidate review, interview process, selection/recommendation process etc.
- Review the resumes/vitae of all candidates.
- Create standard job related interview questions and at least one diversity related question for each candidate.
- Review and understand the job description especially the required qualifications. If there are questions and/or issues to be clarified, consult with the Hiring Administrator/designee and/or Vice President of Human Resources and Affirmative Action Officer.
- Serve as a voting member on the committee to determine candidates to be interviewed and recommended as finalists to the Hiring Administrator.
- Confidentiality – Discussions in the committee, stays in the committee. Nothing is off record. Be careful of comments that may be perceived as discriminatory.
- Once a candidate, always a candidate. Do not discuss anything pertaining to a search, even years later.
- All members of the Search Committee are asked to sign the EEO/Affirmative Action Assurance Form indicating that to the best of their knowledge EEO/Affirmative Action guidelines were followed, and the confidentiality of the process was honored.
- Any and all evaluative notes, scales, forms, etc. used by the committee regarding candidates' interviews should be deleted or shredded and not kept in a personal file upon the completion of the search.

## Affirmative Action Representative

### Step 1

- Prior to the start of the first Search Committee meeting, the Affirmative Action representative should contact the Search Committee Chair to request time to briefly speak at the beginning of the first official Search Committee meeting to explain the role of the Affirmative Action representative to the members.

### Step 2

- At the first Search Committee meeting, the Affirmative Action representative will:

- (a) read aloud the following statement printed on all Bristol's job descriptions:  
“**BRISTOL COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER AND DOES NOT DISCRIMINATE ON THE BASIS OF RACE, SEX, GENDER IDENTITY, COLOR, NATIONAL ORIGIN, SEXUAL ORIENTATION, GENETIC INFORMATION, RELIGION, AGE, VETERAN STATUS OR DISABILITY UNDER STATE OR FEDERAL LAW IN ANY ASPECT OF EMPLOYMENT, ADMISSIONS, ACCESS OR TREATMENT OF ITS PROGRAMS AND ACTIVITIES.**”;
- (b) provide all Search Committee members with a copy of the *Affirmative Action Assurance Form*, reviewing the contents, and addressing any questions/concerns (with guidance from Chair/HR); and
- (c) inform all members of the role and responsibilities of the Affirmative Action representative, including the duties set forth in Bristol's Search Committee Process guide, by reading the following statement:  
“*The duties of the Affirmative Action representative are to:*
  - **Ensure that committee members follow all aspects of the college's policies, including the Affirmative Action Policy as well as the federal, state, and local laws and regulations as it pertains to employment.**
  - **Ensure equal employment opportunities and affirmative action guidelines are followed in all aspects of the search process.**
  - **Ensure a structured interview plan that will help achieve fairness, equality and consistency throughout the search process.**
  - **Serve as a voting member of the search committee.**
  - **Ensure that committee members sign off on the Affirmative Action Assurance Form and forward to the Human Resources Office.”**

### Step 3

- In addition to the above, the Affirmative Action Committee requests that all Affirmative Action representatives:
  - (a) Clearly identify themselves to all interviewees as the college's Affirmative Action representative;
  - (b) Advocate for minority and lawfully protected applicants who meet the minimum requirements for the posted position to be sent forward as a possible interviewee.



*If necessary, the Affirmative Action representative may seek guidance from the Executive Director of Human Resources (x2195) concerning any of the steps outlined above.*

### **Hiring Administrator**

- Schedule interviews for the finalists recommended by the Search Committee.
- Review the candidates' ability to do the job and areas of concern provided by the search committee to assist in the assessment of the finalists.
- Develop job-related consistent interview questions and have open ended follow up questions based on the candidate's responses which portrays the strengths and concerns for each finalist for a data driven selection.
- Interview finalists and check references.
- If finalists interviewed by hiring administrator are not acceptable, the administrator can ask the search committee to provide a new set of finalists or reopen the search entirely.
- Inform Human Resources once a finalist is selected, confirm with Human Resources a salary that is approved by the President of the college. Extend the job offer, and inform Human Resources of the outcome. Complete a Personnel Action form for processing. Human Resources will contact the candidate to schedule a new employee orientation.
- Call all finalists not selected for the position to thank them for their interest in employment opportunities at Bristol Community College.
- Ensure a Writing Assessment for upper level positions. Coordinate with Human Resources.

### **Conclusion**

- The Human Resources Office will email a regret/thank you letter to all candidates that applied for the position that were not selected.

### **EMPLOYMENT INTERVIEWS**

Bristol Community College is an Affirmative Action/Equal Opportunity Employer and is committed to represent a diverse group of students, faculty and staff to promote a climate of acceptance for minority groups. Therefore, the college does not discriminate on the basis of race, sex, gender identity, color, national origin, sexual orientation, genetic information, religion, age, veteran status or disability under state or federal law in any aspect of employment, admissions, access or treatment of its programs and activities.

All questions being asked during the interview process must be job related. Only ask candidates information you intend to you use for hiring decisions.

The Search Committee uses the structured interview to establish consistency in the information collected from all applicants. Prior to the interview, the abilities, knowledge, and skills required to perform the job in the posting will aid in determining the qualified candidates that meet the minimum qualifications of the position. It is difficult to screen fairly and effectively if relevant, lawful, and standard questions are not applied universally during the interview process; therefore all candidates should be asked the same interview questions in the same format. Inadequate and inconsistent interviewing

process may lead to unlawful interviews, poor selection and increased employee turnover.

### **Conducting the Interview**

1. Provide the candidate a waiting area outside the room until all the Search Committee members are ready to begin the interview. Greet the candidate and have the Search Committee members introduce themselves, title and committee role.
2. The Chair explains that each Committee member will have specific questions to ask candidates. For equity reasons all candidates selected for an interview will be asked the same questions.
3. The Chair announces the title of the position before the interview begins.
4. Answer any questions that the candidate may have regarding the position.
5. Conclude the interview.

### **Legal Issues/Basic Guidelines at a glance**

- Questions dealing with the following matters **must be avoided**:
  - Age
  - Sex/gender
  - Gender Identity or expression
  - Domestic Partnership status
  - Marital status/Family status
  - Religion
  - Creed
  - Arrest records
  - Race/Color
  - Genetic Information
  - National Origin
  - Nationality
  - Child care arrangements
  - Height/weight
  - Military discharge
  - Veteran Status
  - Pregnancy
  - Mental/Physical Disability
  - Sexual orientation
  - Political affiliations
- The following matters **may be discussed**:
  - The duties and responsibilities of the job.
  - The organization's mission, programs and achievements.
  - Where the job is located, travel, mobility, equipment and facilities available.
  - The individual's qualifications, abilities, experience, education and interests.

## **Clarification of Legal Issues/Basic Guidelines in Pre-Employment Inquiries**

### **Name**

#### Prohibited

- Inquiries about the applicant's lineage, ancestry, national origin, descent, or marital status.
- No questions regarding name should be posed to any candidate.

### **Marital and Family Status**

#### Permissible

- Whether applicant can meet specific work schedules.

#### Prohibited

- Any inquiry indicating whether an applicant is married, single, divorced, engaged etc.
- Number and age of children.
- Information on child care arrangements.
- Any questions concerning pregnancy.
- Any similar question that directly or indirectly results in limitation of job opportunity in any way.

### **Age**

#### Prohibited

- Inquiry regarding applicant age or date of birth.
- Inquiry regarding applicant producing proof of age in the form of a birth certificate or baptismal record.
- Any question alluding to applicant's age.

### **Disabilities**

#### Permissible

- According to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, applicants can be asked whether they are able to perform the essential job functions with or without reasonable accommodation.

#### Prohibited

- The Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 forbids employers from asking job applicants questions about their disabilities.

### **Sex/Gender**

#### Permissible

- Questions pertaining to sex/gender are not permissible, except where a bona fide occupational qualification exists.

#### Prohibited

- Sex/gender of applicant.
- Any other inquiry that would indicate sex/gender.
- Sex/gender cannot be used as a factor for determining whether an applicant will be successful in a particular job.

## **Race and Ethnicity**

### Prohibited

- Applicant's race and ethnic background.
- Color of applicant's skin, eyes, hair or other questions directly or indirectly indicating race and/or ethnicity.
- No question regarding race or color and ethnicity should be posed to any candidate.

## **Address or Duration of Residence**

### Prohibited

- Specific inquiry into foreign addresses that would indicate national origin.
- Names or relationship of persons with whom applicant resides.
- Whether applicants own or rent a home.
- No question regarding address or duration of residence should be posed to any candidate.

## **Birthplace**

### Prohibited

- Birthplace of applicant.
- Birthplace of applicant's parents, spouse or other relatives.
- Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment.
- Any other inquiry about national origin.

## **Religion**

### Prohibited

- Applicants may not be told that any particular religious groups are required to work on their religious holidays.
- No question regarding religion should be posed to any candidate.

## **Military Service**

### Permissible

- Type of education and experience in service as it relates to a particular job.

### Prohibited

- Type of discharge.

## **Citizenship**

### Permissible

- Whether applicant is eligible to work in the U.S.

### Prohibited

- Questions regarding citizenship should not be asked.
- Whether applicants' parents or spouse are naturalized or native-born United States citizens.
- Date when applicant or parents or spouse acquired United States citizenship.

## CANDIDATE SELECTION PROCESS

After information has been collected through the resume, application, the interview, and the reference checks, the candidate that can best perform the functions of the job must be selected. The following factors should be considered to improve the possibility of hiring a successful applicant.

### **Search Committee:**

1. Does the applicant meet the required qualifications for the position as advertised?
2. Is the application and/ or resume written clearly to indicate that the applicant possesses proficient writing skills?
3. Does the applicant possess the verbal skills that would lead you to believe that they could be successful in the position?
4. Are the candidate's general appearance and social skills (such as courtesy, attitude, and friendliness) evident to the extent needed to be successful?
5. What particular knowledge skills and abilities does the applicant have that are job-related?
6. Is there any information that causes you concern?
7. Which candidate possess the knowledge, skills and abilities (KSA) which would allow the candidate to be successful in the job?
8. Are all of the criteria being considered in the decision making process job related? Do they follow all of the guidelines?

### **Hiring Administrator:**

1. Is there a pattern in the applicant's employment history, which leads you to question the candidate's ability to hold a job for extended periods?
2. Are there any unexplained gaps in the Employment History?
3. Does the salary history lead you to believe the candidate would be content with a starting salary with opportunity for growth?
4. Were there any concerns with the candidate?

### Affirmative Action Assurance Form

<b>Affirmative action is an increased effort or proactive steps to recruit, hire, train, promote, and assure non-discrimination of underutilized/multi-cultural groups in the workplace.</b>		<b>Point Person</b>
1.	The Search Committee is given its charge by the Hiring Administrator.	Hiring Administrator
2.	The Search Committee is briefed on how to conduct a lawful employment interview according to the established guidelines.	Chair
3.	The Search Committee reviews the Affirmative Action Assurance Form and is informed of the role and duties of the Affirmative Action representative as outlined in the Affirmative Action Representative Guidelines	Affirmative Action Representative
4.	The Search Committee is informed of applicants who have identified themselves as qualified or not qualified.	HR
5.	The Search Committee is informed of the confidentiality of the entire selection process.	Chair
6.	The Search Committee is aware of all letters of intent, applications, resumes, and other required submissions of all candidates to determine which candidates meet the minimum qualifications for the position set forth in the approved job description	All
7.	The Search Committee selects candidates qualified for an interview based on the position description, the minimum and preferred qualifications, and the charge by the appointing dean/designee.	Chair
8.	HR will review the selected interviewees for Affirmative Action Assurance and may recommend additional review of minority candidates.	HR
9.	Members of the Search Committee develop job related questions and at least one diversity related question, determine which questions are to be asked of all the candidates, and agree on what constitutes a reasonable response to the agreed upon questions, so that all members of the committee are cognizant of the appropriateness of responses. The Search Committee keeps the interview questions confidential.	All
10.	The Search Committee asks all applicants for the position agreed upon questions, and the candidates are all afforded approximately the same amount of time for the interview.	Chair
11.	Members of the Search Committee discuss the job related strengths of and concerns about all interviewees based on the job description, the minimum and preferred qualifications, and the charge of the Search Committee. Collaboratively, the Search Committee prepares a document that details the strengths of and concerns about all recommended finalists. This information is held by the Chair until it is submitted to the Hiring Administrator.	Chair

12.	All members of the Search Committee are expected to attend all scheduled interviews. Therefore, it is expected that the Chair of the Search Committee will make every effort to work out a schedule that will allow all members of the Search Committee to be in attendance for all interviews. If a Search Committee member misses an interview, (although the absence may be due to an emergency or an unexpected event), he/she cannot participate in the assessment of those candidates missed.	Chair
13.	References submitted during the application process should be reviewed only after a candidate becomes a finalist for the position. The reference review process should be consistent for all candidates.	Hiring Administrator
14.	Public interviews involving members of the college community other than those of the Search Committee should be structured so that non-job related questions and biases do not emerge during the interview process. It is suggested that if there is a public interview, the candidate be requested to make a five to fifteen minute statement after which members of the college community could ask job related questions.	Hiring Administrator

# Affirmative Action Signatory Form

Job position:

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We, the members of the Search Committee, agree that all of the above guidelines were followed during the selection process for this position.

_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date
_____ Member	_____ Date

*Please return the signed original to:*  
Bristol Community College  
Office of Human Resources  
777 Elsbree Street, D208b  
Fall River, MA 02720