

Title: Employee Search Procedures and Inclusivity Requirements	Procedure Number: 6 - A	Page 1 of 7
Board Policy or Policies: 6.1, 6.8, 6.15, 6.24, 6.28, 2.6	Adopted by: Carrie Besnette Hauser, President Date of Last Revision: July 5, 2016	

The purpose of this procedure is to clarify the processes the college may use to fill vacant positions as well as clarify the ways in which the college will promote diversity, equity, and inclusivity throughout the search process.

1. SEARCH TYPES

a. Direct Appointment

- i. Only the college president can authorize a direct appointment. In general, direct appointments are to be used solely by the College President at her discretion on a limited basis where the immediate filling of a position presents compelling advantages for critical college activities or is otherwise in the college's best interests. Direct appointments may only be considered for internal employees who have been employed at the college for six or more months, who meet all of the minimum qualifications for the position, and who are in good standing (not subject to a performance plan/corrective action).

b. National

- i. All regular faculty positions require a national search and cannot be filled by a regional search.
 1. Faculty appointed to a "term faculty" position by way of a national search may be promoted to regular status upon the written approval from Academic Affairs provided the discipline in which the position teaches is consistent with the college's faculty allocation recommendations and is not funded by sources external to the college.
 2. Faculty appointed to a "term faculty" position by way of an internal or regional search are not eligible for direct promotion to regular status. Such faculty would need to apply for the regular position and participate in a national search.

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- ii. Unless there are compelling advantages for critical college activities or it is otherwise in the college’s best interests, in general, all exempt, supervisory (managerial and executive positions eligible for relocation assistance) should be filled by way of a national search.

c. Regional

- i. Regional searches (promoted in Colorado only) may be used to fill positions for which the employing manger believes that a qualified pool of candidates exists in local markets.
 - 1. In general, a “qualified pool” should include at least three reviewable applications from candidates that meet the position’s minimum qualifications. Smaller pools may be acceptable on a case-by-case basis for hard to fill positions.
- ii. Also, in general, regional searches should be limited to positons that are not afforded relocation benefits.
- iii. If a regional search is “failed” due to poor quality of applicants, an insufficient pool, or other compelling reasons determined by the Executive Director of Human Resources or the College President, alternative search procedures should be considered, such as national searches, internal searches, or direct appointments.

d. Internal

- i. Internal searches may be pursued if the hiring supervisor believes that a qualified, diverse pool of candidates exists within the college; when a hard to fill position is vacant (i.e., has been subject to a failed search in the recent past) and internal candidates appear to have the requisite skills to satisfy the requirements of the position; to foster upward mobility within the college; or when multiple qualified employees have requested a lateral transfer into the same position.

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1. A qualified pool of internal candidates may be as small as one if all qualified employees in the college have been notified of the opportunity and have been given an opportunity to compete for the position.
 - ii. Hiring supervisors that wish to use an internal search must provide a rationale for doing so in writing to the Department of Human Resources. Only the College President or the Chief Operating Officer may authorize an internal search.
 - iii. Positions being searched by way of an internal process should be posted for not fewer than seven working days and should be communicated to all eligible employees within the college.
 - iv. At times, it may be in the college’s best interests to fill a position with an internal “interim” candidate. In these instances, the College President has the authority to make an interim appointment and will determine its length. In general, any additional compensation provided to an employee serving in an interim capacity will, in combination with any other compensation from the college, not exceed the midpoint of the hiring range for the or 110% of the national mean among community college administrators in similar positions.

2. PROMOTING A PART-TIME POSITION TO FULL-TIME

When a part-time position that is currently filled is expanded into a full-time position with no change in the position’s responsibilities or classification, the position may be offered to the internal employee without a search if the following requirements have been satisfied:

- i. The employee has been employed for six (6) or more months consecutively
- ii. The employee is in good standing and is not on a performance plan/corrective action.
- iii. The employee meets all of the position’s minimum requirements

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If these conditions have been satisfied, the chief administrative officer of the campus or department/division may recommend retaining the employee for a full-time position.

3. PART-TIME POSITIONS (INCLUDING ADJUNCT INSTRUCTORS)

Advertising and hiring of part-time positions will be handled by the local campuses and at a minimum includes publication of the position on the CMC website. All part-time positions must be reviewed by the Department of Human Resources and approved by the president’s office prior to commencing a search.

4. LATERAL INTERNAL TRANSFER (SEE “REASSIGNMENT PROCEDURE”)

5. INCLUSIVITY STATEMENT AND PROCEDURES

Statement: Colorado Mountain College seeks to create a work environment and organizational structure that reflects the society and community in which the College is located, strives to model an inclusive community that embraces all its members, and provides equality of opportunity for all, actively encouraging all voices to be heard. To accomplish this, the college must create a welcoming, respectful community in which all differences are honored.

To achieve this vision, the college requires that all searches adhere to a number of diversity efforts in the following areas:

- Screening position descriptions and entry requirements to ensure that only the education, training, and skills necessary to perform the job are presented as requirements and that appropriate equivalencies to these qualifications are considered;
- Comprehensive and inclusive recruiting;
- Gender neutral and culturally bias-free selection criteria; and
- Reviewing applicants who rank near, but slightly below the level needed to move them to the next step in the evaluation and selection process, to

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determine if they might not warrant further consideration based on skills acquired outside of higher education or otherwise transferable capabilities.

Job Postings: All job descriptions should include the following *requirement*:

- “Applicants must demonstrate a commitment to working in a culturally competent environment and the ability to effectively work with students, employees and community members having diverse backgrounds:”

Additionally, all positions that require employees to routinely interact with students and parents should include the following *preferred qualification*:

- “Conversational Spanish language skills are strongly preferred.”

In light of the diversity of relevant experiences that might prepare exceptional candidates for employment at Colorado Mountain College, experiences in higher education should be *preferred*, but not required, for all positions at the college, including instructional positions. As a result, all job postings should express required experiences in ways that are not specific to higher education and suggest that “relevant direct experiences in a higher education setting preferred, but not required.”

Recruitment Efforts:

Human Resources will ensure that vacancy advertisements will include avenues through which underrepresented populations would conduct a job search. Human Resources will conduct targeted outreach to groups with potential applicants who are known to be qualified for specific positions and may be recruited to apply.

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Human Resources staffing and marketing duties will be evaluated regularly to determine whether current efforts can be enhanced.

Search Process: In hiring "the best" candidate, screening beyond essential qualifications becomes increasingly qualitative and difficult. The search committee must define its standard or standards for each screening and must document consistent application of it in the evaluation of candidates and credentials. These standards should incorporate the values outlined herein as well as the essential skills for the position.

Salary upon Appointment - Faculty

- a. All full-time faculty, including "provisional" and "term" faculty, shall be compensated in accordance with the college's official faculty salary matrix.

Salary upon Appointment - Administrators

- a. Human Resources will provide the hiring authority an initial salary recommendation. Only the President or his or her designee, after consulting with the Office of Human Resources and the hiring authority, has the authority to approve a salary other than that recommended by the Office of Human Resources.
- b. In determining a new appointee's salary, the appointee's qualifications and experience will be reviewed and compared to the position requirements, the college's salary procedure, the salaries and skill sets of comparable administrators in the particular area, market demand, and other pertinent factors.
- c. **Compensation analyses:** Periodically, but not less than once every two years, the Department of Human Resources will perform an analysis of the College's total compensation, including salary and benefits. This analysis will be provided to the College President and Board of Trustees for consideration and possible action.

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- d. **Reclassification requests:** There are times when the skills of or work performed by a particular employee or the market demand for a particular type of position may require reevaluation by the Department of Human Resources. Such reevaluations can commence by the Department itself or upon request by the supervisor of an affected employee. The College does not provide additional compensation for retention purposes only, but can assess whether an employee, the work he or she performs and responsibilities thereof, or market conditions warrant reclassification of the position or changes to its title, responsibilities, or salary.

Employee Domicile

Regular Colorado Mountain College employees—full time and part time—are required to live in the state of Colorado. This requirement does not apply to contractors. The purpose of this requirement is to ensure that the Department of Human Resources is able to effectively comply with all state-level laws, policies, and taxes that apply to employees at the college and public employees in the state of Colorado.

Record-keeping

The hiring authority must retain all screening records for each candidate for a period of no less than three years.