

# **CCSN HIRING PROCEDURE**

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Community College of Southern Nevada



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# **I. INTRODUCTION**

## **A. PURPOSE**

The purpose of this *Hiring Procedure* is to provide a detailed and standardized process by which the Community College of Southern Nevada (“CCSN”) shall make decisions about which persons will and will not be newly appointed to the CCSN full time professional staff (including the academic faculty and administrative faculty), and to do so in a lawful and fair manner designed to identify those job applicants who are best qualified and suitable for employment at CCSN.

This *Hiring Procedure* is not to be construed as preemptive of the current CCSN process wherein the College engages an institution wide committee in which resource allocation relative to new positions and equipment are reviewed and considered through the Budget Committee. This process ensures wide institutional involvement and fair and objective consideration. The Budget Committee solicits requests throughout the institution, positions are assessed on quantitative data, ranked by the committee and recommendations are presented to the President through the Vice President for Finance.

It is the purpose of this *Hiring Procedure* to be a continuous flow from the above described Budget Committee process to *Stage 1 Search Approval a. Request To Commence Search Process*. The requested search that originates from a Dean, an immediate Supervisor, an Associate Vice President, or a Vice President for a person to fill a new or existing position will be premised upon the positions as assessed by the Budget Committee process. This process does not include positions created at the direction of the President to address strategic and institutional priorities and needs.

## **B. EQUAL OPPORTUNITY / NONDISCRIMINATION STATEMENT**

The Community College of Southern Nevada is an equal opportunity employer. It is CCSN’s policy to provide equal opportunity for employment and advancement to all applicants and employees without regard to race, color, national origin, gender, religion, age, disability, sexual orientation, or marital status, as provided by law and as required by the University and Community College System of Nevada Board of Regents.

No applicant for employment or promotion shall be discriminated against on the basis of any impermissible criterion or characteristic including, without limitation, race, color, national origin, gender, religion, age, disability, sexual orientation, or marital status.

## **C. OVERVIEW**

A detailed description of the standardized recruitment and hiring process for full time professional staff provided for in this document is set forth at Part 2 below. The process

may, however, be summarized as consisting of the following seven stages:

Stage 1	Search Approval
Stage 2	Recruitment Of Applicants
Stage 3	Search Committee Formation
Stage 4	Receipt Of Applications
Stage 5	Search Committee Certification
Stage 6	Search Committee Applicant Screening
Stage 7	Finalist Selection

## **D. SCOPE**

The *Hiring Procedure* described in this document shall be utilized for the recruitment and selection of persons to serve in positions of employment within CCSN's full time professional staff, including the academic faculty and administrative faculty. This Hiring Procedure shall also be utilized before changing or extending the employment status of any individual who is now employed, or in the future is employed, through a letter of appointment (from "LOA" to "LOB" or "LOB" to regular contract).

Note: Unless specifically indicated otherwise, "President" should be read as the "President and/or his designees."

## **II. HIRING PROCEDURE FOR FULL TIME PROFESSIONAL STAFF**

### **A. HIRING PROCEDURE IN STAGES**

The stages and steps to be followed in the search process are set forth below in sequential order. As a general rule activities described in one stage are to be completed before beginning activities described in the following stage. Similarly, the various steps within each stage are to be initiated in the order indicated. There are two exceptions.

First, Stage 4 steps a and b activities will occur as necessary, and may thereby overlap with Stages 3, 5, and/or 6 activities. Stage 4, step c will occur continuously from Stage 2 step d through step 7.

Second, when time permits and the best interests of the College are served, certain steps within a stage may be undertaken concurrently with other steps in another stage *so long as the steps within the lower-numbered stage are not delayed*. These steps are:

- (1) Stage 1 step d and Stage 1 step e may (and frequently should) occur at or about the same time.
- (2) Stage 2 steps c and d should occur as soon as possible after Stage 2

step b, and hence may commence at or about the same time.

- (3) Concurrently with Stage 2 steps a, b, or c, Stage 3 steps a, b, or c may be undertaken; and,
- (4) Stage 6 steps d, e, and f may occur at any time between Stage 6 step a and Stage 6 step g.

If any questions arise about when various steps should be commenced or completed, the search committee chairperson should contact the Associate Vice President of Human Resources and/or his/her designees.

## **1. STAGE 1 – SEARCH APPROVAL**

Stage 1 of the hiring procedure consists of six steps, a through f.

The relevant forms to be used are:

HP1	Job Search Request	(step a)
HP2	Job Description Input	(step a)
HP3	Job Search Recommendation	(step b)
HP4	Preliminary Approval Notice	(step c)
HP5	Vacancy Announcement Input	(step d)
HP6	Notice Of Conference	(step d)
HP7	Job Description / Announcement Finalization	(step d)
HP8	Advertisement Plan Input	(step e)
HP9	Advertisement Plan	(step e)
HP10	Job Search Final Approval	(step f)
HP11	Final Approval Notice	(step f)

### **a. Request To Commence Search Process**

Each approval step/approver or designee will have 3 business days to submit approvals. At “step a” the hiring process is commenced by the appropriate CCSN official making a written request that a search be conducted for a person to fill a new or existing position of employment. Such a request is to be made on *Form HP1 - Job Search Request*. The appropriate CCSN official to submit *Form HP1* is, in the case of a vacancy on the faculty, the Dean. Although the Dean is the CCSN official to submit *Form HP1* in the case of a vacancy on the faculty, Department Chair may submit a request to the Dean for submission to the Vice President. In the case of other jobs, the appropriate person is the immediate supervisor of the job to be searched, Associate Vice President, etc. *Form HP1* is to be submitted to the Vice President. Deans should submit the form to the Vice President. The Vice President will forward the form to the Vice President of Finance and Administration, who will then forward it on to the Associate Vice President of Human Resources.

### (1) Originator Responsibilities

When transmitting *Form HP1*, the originator (i.e., Dean) shall ensure that a draft *Form HP2 – Job Description Input* is included. In order to facilitate the Vice President's finalization and approval of *Form HP3*, the originator shall attach to the draft *Form HP2* the following additional materials, to the extent that such materials are available to him or her:

- (1) the most recent job description for the position (if any);
- (2) information as to whether or not the job description was approved, and if so, by whom;
- (3) if no prior job description exists, a statement to that effect;
- (4) a proposed job description, in a standardized CCSN format;
- (5) his/her recommendations as to preferred qualifications that should be included in job announcement because of unique circumstances not foreseen by the job description; and,
- (6) any additional information that may be of assistance in finalizing an appropriate job description.

### (2) Vice President Responsibilities

Upon his/her receipt of *Form HP1* and *Form HP2* (with attachments), the Vice President shall review the materials and make a judgment as to whether or not to sign and submit the forms to the Associate Vice President for Human Resources. If *Form HP1* is submitted, then it must be accompanied by *Form HP2*.

In making his or her decision as to whether or not to sign and submit these forms to the Associate Vice President for Human Resources, the Vice President may confer with the Dean and/or any other persons he or she believes may be helpful.

If the job search request relates to an existing position of employment and, after reviewing the most recent official job description for such position, the Vice President is of the opinion that the job description does not need to be updated or otherwise revised, the Vice President shall state such fact on *Form HP2*.

If the job search request relates to an existing position of employment but the Vice President believes that the most recent job description for such position needs to be updated or otherwise revised, the Vice President must either (a) attach to *Form HP2* the most recent, official job description and indicate thereon what changes should be made to the description, or (b) state on *Form HP2* what changes have occurred, or should occur, in the position, and attach a proposed new job description.

If the job search request relates to a new position of employment, the Vice President must either (a) attach to *Form HP2* a proposed, draft job description for the position, or (b) state on *Form HP3* the proposed job title, major duties and responsibilities, and supervisor of the proposed position. The Vice President will also indicate what materials the Dean (or

equivalent official) submitted regarding the job description, and attach those materials to *Form HP2*.

For purposes of this policy, an *official* job description is a description which has been finalized by, and placed on file in, the Human Resources Office.

## **b. HR Officer Input**

### **(1) HR Officer Responsibilities**

Upon receipt of *Form HP1* and *Form HP3* the Associate Vice President of Human Resources (“HR Officer”) shall promptly review the job search request and make a recommendation concerning the same to the President. In particular, as soon as possible and within five (5) work days after receiving *Form HP1*, the Human Resources Officer shall: (1) complete “Part 2” of *Form HP1* and forward the form to the President; (2) concurrently complete and submit *Form HP3 - Job Search Recommendation* to the President; and (3) retain in the Human Resources Office copies of *Form HP1*, *Form HP2*, and *Form HP3*.

The “Request No.” stated in *Form HP1* and repeated as “Job Search Request No.” on *Form HP3* shall be a sequential number (for example, “34” or “2005-34”) inserted by the Human Resources Office. The Human Resources Office shall keep a log of all job search requests, all job search requests approved, and all job search requests not approved. This number shall be utilized by the Human Resources Office in information posted on its web site, in periodic reports, and in other forms used to complete processing of the search.

While awaiting the President’s response to a request for preliminary approval of the search, the Associate Vice President of Human Resources may, as time permits, begin the job description and announcement review and development process described in Stage 1 steps “d” and “e.” Indeed, it is strongly recommended that he/she do so, because the search timetable allows only nine (9) work days after the preliminary approval to conduct the search for the Associate Vice President of Human Resources to complete Steps “d” and “e,” and submit to the President a request for final approval of the search.

## **c. Preliminary Approval To Commence Search**

### **(1) President’s Response**

If the President grants *preliminary* approval for the job search, then such approval shall be indicated at the appropriate place on *Form HP1*, and the form will be returned to the Human Resources Office.

The date upon which the President grants preliminary approval for the job search is the date the “clock begins to tick” for purposes of completing the search procedure consistent with the approved timetable for the search (to be established at Stage 2 step “b”).

### **(2) Human Resources Office Notification Of Response**

Once the Human Resources Office receives back the President’s response on *Form HP1*,

the Human Resources Office will promptly (and within two work days) notify the relevant Vice President that the job search has or has not received preliminary approval. This shall be accomplished by sending to the Vice President and Affirmative Action Officer *Form HP4 – Preliminary Approval Notice*, with a copy of *Form HP1* attached thereto. The Vice President shall then notify the originator and dean/supervisor of such preliminary approval. The copy of *Form HP4* sent to the Affirmative Action Officer shall also be accompanied by a copy of *Form HP2* (with attachments).

#### **d. Job Description And Announcement Finalization**

##### **(1) Human Resources Office Coordination**

Normally it is most efficient and convenient to accomplish steps “d” and “e” at the same time, principally through a single meeting. However, when necessary steps “d” and “e” can be performed sequentially (which will necessitate two meetings). In deciding whether or not steps “d” and “e” should be undertaken concurrently or sequentially, the Associate Vice President of Human Resources should consider that he/she is permitted only nine (9) work days from the preliminary search approval in which to complete both steps “d” and “e” and submit *Form HP10 – Job Search Final Approval* to the President.

Prior to the formal announcement and advertisement of the vacancy, the originator and any other reviewing and/or approving personnel shall develop a complete, up to date, and accurate job description for the position, which shall contain at least the following: (a) duties and responsibilities of the job; (b) required education and work experience; (c) required license, certification or other credentials; and (d) all other special qualifications or requirements of the job. The job description shall separately list the essential functions (primary-routinely performed duties/functions) and non – essential functions (secondary-occasionally performed duties/functions) of the job. As of June 30, originator and/or approving personnel may request a copy of the job description on file from HR to review/revise as necessary.

The job (vacancy) announcement shall specify the salary range for the position to be filled. The job announcement shall include the job duties (essential and non-essential functions), starting salary (minimum to mid), full salary range minimum to maximum, minimum and preferred qualifications for the person to occupy the position. However, nothing within the remainder of the announcement or advertisement, shall be inconsistent with the existing or developed official job description for the position. Nor shall anything within such job announcement or advertisement fail to be legitimately related to the job and one’s ability to perform the job (with or without reasonable accommodations). Further, the announcement shall include an equal opportunity employer/diversity statement, include a technological preparedness statement, and explain the application requirements.

As soon as possible, but no later than two (2) work days after the job search preliminary approval, the Human Resources Office shall begin work on ensuring that an appropriate job description for the position is in place or is developed. For many faculty positions the job description will be substantially like previously approved job descriptions for other faculty

positions. For some teaching faculty having functions unique to the relevant academic discipline, trade, or profession, and for various other members of the professional staff, a new job description will have to be developed. In such instances the Associate Vice President of Human Resources will frequently find it helpful to utilize the training and experience of a CCSN employee (or other approved person) knowledgeable as to job assessment and classification. If such a person is called upon to assist in reviewing or developing an appropriate job description and/or job announcement, then that person shall, upon the Associate Vice President of Human Resources' request, also participate in the meeting contemplated for this Step "d."

As soon as possible, but no later than six (6) work days after the job search preliminary approval, the Human Resources Office shall follow up to see whether or not the tentative date, time, and place for meeting (about the job description and announcement), as stated in *Form HP4* was or was not convenient to the Vice President and Affirmative Action Officer. The Human Resources Office shall thereupon send to the Vice President and Affirmative Action Officer a completed *Form HP6 – Notice of Conference* (*NOTE: on-line system incorporates HP4 into HP6 and sends an email notification*).

As soon as possible thereafter, but before the meeting to take place as part of this Step "d," the Human Resources Office (through the assistant mentioned above, the Associate Vice President of Human Resources, and/or his qualified and designated staff), shall examine *Form HP2 – Job Description Input* and consider (1) what, if any, changes in substance or format may need to be made to the proposed job description attached to *Form H2*; and (2) prepare in the proper format a draft job announcement. In performing this function *Form HP2* and its attachments is not the only permitted source of information; instead, other input may be considered in reaching conclusions, before finalizing a job description. The results of this examination shall: (a) as to the job description, be made available in written notes to the Associate Vice President of Human Resources; and (b) as to the job announcement, be reported to the Vice President and Affirmative Action Officer by virtue of *Form HP5 – Vacancy Announcement Input*. The Affirmative Action Officer may also provide input regarding the job announcement by completing *Form HP5* and sending the form to the Vice President and Associate Vice President of Human Resources.

### (2) Input And Meeting

Next the meeting (for which notice was given via *Form HP6 – Notice of Conference*) shall be conducted. The meeting shall occur as soon as possible, but not later than seven (7) work days after the President granted preliminary approval for the search. The participants in the meeting shall examine the matter of what should and should not be contained in the job description and job announcement, and endeavor to reach a reasonable consensus. If the matter cannot be unanimously resolved, then the Associate Vice President of Human Resources shall decide the issues in dispute.

### (3) Human Resources Office Response

Upon the conclusion of the meeting the Human Resources Office shall complete, and the

Associate Vice President of Human Resources shall sign and date, *Form HP7 – Job Description / Announcement Finalization*. (This form will be sent to the President as part of Step “f.”)

#### **e. Advertisement Plan Development**

##### **(1) Human Resources Office Coordination**

If not already completed and submitted at the same time as Step “d,” the Vice President shall submit to the Associate Vice President for Human Resources and the Affirmative Action Officer a completed *Form HP8 – Advertisement Plan Input*, recommending various publications in which the job may be advertised and places to which job announcements should be sent. *Form HP8* shall be submitted as soon as possible, but not later than five (5) work days after the President granted preliminary approval for the search.

##### **(2) Human Resources Office Response**

After receiving *Form HP8* the Human Resources Office shall confer with the Vice President in order to clarify any recommendations made by the Vice President. The Associate Vice President of Human Resources is not bound by all of the recommendations presented to him/her in *Form HP8*, but shall make his/her own well-reasoned decision (recommendation to the President) in consideration of the input received. He/she shall then prepare, sign, and date *Form HP9 – Advertisement Plan* (possibly using *Form HP8* as a convenient attachment thereto).

#### **f. Final Approval To Commence Search**

##### **(1) HR Officer Responsibilities**

The Associate Vice President for Human Resources shall, within nine (9) work days after the President’s preliminary approval of the job search, submit to the President for his consideration *Form HP10 - Job Search Final Approval*, with *Form HP7* and *Form HP9* attached thereto.

##### **(2) President’s Response**

The President will respond to *Form HP10* with a normal goal of replying within five (5) work days. If the President grants final approval for the job search, then such approval shall be indicated at the appropriate place on *Form HP10*, and the form will be returned to the Human Resources Office.

##### **(3) Human Resources Office Notification Of Response**

Once the Human Resources Office receives back the President’s response on *Form HP10*, the Human Resources Office will promptly (and within two work days) notify the relevant Vice President and potential search committee nominators that the job search has or has

not received final approval. This shall be accomplished by sending to such persons *Form HP11* (with attachments). The Vice President shall then notify the originator and dean/supervisor of such final approval. This completes Stage 1. (Per HR Strategic initiatives, HR needs to review/revise current workflow and notification emails in order to identify which CCSN officials need to be notified, when, how often, at what time, at what status of the job search and by whom.)

## **2. STAGE 2 – RECRUITMENT OF APPLICANTS**

Stage 2 of the hiring procedure consists of four steps, a through d.

The relevant form to be used is:

HP12 Search Timetable (step a)

### **a. Submission Of Proposed Search Timetable**

Stage 2 begins with the Associate Vice President of Human Resources submitting to the President, via *Form HP12 – Search Timetable*, a proposed timetable by which the stages and steps of the search procedure will be accomplished. The proposed timetable will be based upon the dates that the President granted preliminary and final approval for the search, and subsequent dates (deadlines) included in the proposed timetable will be derived from the standard model timetable set forth in *B - Summary Of Standard Procedure With Model Target Dates*. Any deviations from the target dates that would extend the completion of the search process beyond the number of days projected in the “target date” column of *Chart B* shall be justified on *Form HP12*. Justifications must demonstrate practical inability to achieve model target date(s) or other good cause. *Form HP12* is due two (2) work days after *Form HP10* is approved. (NOTE: A single search committee may be used to fill multiple positions).

### **b. Approval Of Search Timetable**

The President will respond to *Form HP12* with a normal goal of replying within three (3) work days. He/she shall return *Form HP12* to the Associate Vice President of Human Resources with comments approving of the proposed search timetable or indicating that the search timetable is approved with the modifications that he/she shall indicate thereon.

### **c. Posting Of Vacancy And Timetable On Web Site**

Within four (4) work days after the approval of the search timetable (as submitted or as modified) the Human Resources Office, in association with appropriately trained CCSN personnel, shall cause to be placed on the CCSN Human Resources web site, in an easily accessible format (html, pdf, etc.) the following information:

- (1) the job announcement, including if it should be paid at standard rate or market rate.

- (2) instructions as to when and how to apply for the position announced.
- (3) a downloadable application for employment form.
- (4) a downloadable “pre-employment declaration” form (NOTE: on-line system has combined the pre-employment certification with the “Authorization to release information” form).
- (5) an online version of the approved timetable, with target dates shown, as well as the dates that search process steps were accomplished.
- (6) the number of applications received to date.
- (7) the number of applicants who to date have submitted all necessary materials to constitute a complete application packet.
- (8) once the necessary software is installed and programming is completed, a means by which persons may apply online.

The data for items (5), (6), and (7) above shall be periodically updated (on at least a biweekly basis) to reflect the progress made in the search. The success of the search will be based in part upon measurements of timely performance derived from search timetables.

#### **d. Advertisement Of Position**

The College shall seek to procure applications from all interested, qualified persons.

Within four (4) work days after the President grants final approval for the job search the Human Resources Office, through personnel assigned, shall take such action as may be necessary to place orders with the appropriate news media publications for the vacancy announcement to be included within the appropriate newspaper, magazine, and/or journal editions.

Orders shall be placed with the publishers of those newspapers, magazines, and/or journal editions that were identified in the approved Advertisement Plan. Localized Advertisements – standard diversity ads to run on a regular basis, generic ad to run in RJ on a regular basis to announce CCSN has positions open and direct applicants to website for details. Positions open until filled with full consideration clause. This shall normally include, but not be limited to: at least one daily or weekly newspaper published in the Las Vegas area; at least one daily newspaper of regional or statewide coverage; and for faculty/administrative positions *The Chronicle of Higher Education*, and *Black Issues in Higher Education* (or *Affirmative Action Register*), and *La Opinion, Los Angeles*. The announcement may also be placed in specialized publications and other news media outlets, as specified in the Advertisement Plan.

Whenever possible the vacancy advertisement shall be published in time to give interested persons a reasonable opportunity to respond to it. Academic faculty and administrative positions are advertised for a minimum of thirty (30) calendar days.

Within four (4) work days after the President grants final approval for the job search, the Human Resources Office shall also: (1) cause the announcement to be posted and/or distributed at College campuses, centers, and instructional sites; (2) cause the announcement to be mailed to each of the 60-plus institutions CCSN previously identified as being historically or predominantly black or particularly promoting the employment of women and/or other underrepresented/protected groups; (3) cause the announcement to be sent to national organizations representing racial, ethnic, women's, individuals with disabilities, and Veteran's groups. Appropriate administrators may also obtain the job announcement from the Human Resources Office and disseminate copies thereof to other professional or civic groups.

The Human Resources Office shall maintain records, electronic and/or otherwise, effectively listing to whom the job announcement was sent to. This may, for example, be as simple as checking what is being done or was done against a standard list of entities, associations, and persons to whom announcements are sent, adding additional names, and signing and dating a form so stating.

CCSN shall also take such additional action as may be identified in the College's annual affirmative action plan.

Once the above-mentioned information about the search is posted on the web site, orders are placed with all newspapers, journals, periodicals, etc., and the job announcement is distributed to all of the above-mentioned groups and persons, then Stage 2 is complete.

### **3. STAGE 3 – SEARCH COMMITTEE FORMATION**

Stage 3 of the hiring procedure consists of five steps, a through e.

The relevant forms to be used are:

- |      |                                     |          |
|------|-------------------------------------|----------|
| HP13 | Roster Of Persons Trained           | (step a) |
| HP14 | Search Committee Nomination         | (step b) |
| HP15 | Search Committee Selection          | (step c) |
| HP16 | Search Committee Appointment Notice | (step d) |

In addition, at step "e" the standardized *Membership Orientation Package* will be compiled and delivered to the search committee members.

#### **a. Distribution Of Updated Trained Persons List**

This *Hiring Procedure* encourages a wide variety and number of persons to serve on search committees, and includes action to ensure that before persons serve on search committees they are first trained on how to effectively evaluate job applicants in a fair and nondiscriminatory manner. Applicant training is discussed at Part II C (“Search Committee Member Training”) below.

The Human Resources Office shall maintain an up to date listing of all CCSN employees who have been certified by the College as having received workshop training on fair employment practices.

By not later than nine (9) work days after the President has granted final approval for the search to be conducted, the Human Resources Office shall provide to the President an updated list of all CCSN employees who have been certified by the Human Resource Training Officer as having completed workshop training on fair employment practices. This list shall be transmitted through *Form HP13 – Roster of Persons Trained*. [The necessity of workshop training in order for employees to serve on search committees shall become effective as of the completion of an initial transition period, ending on a date established by the President.] The Human Resources Office shall also send to the persons identified in Step “b” below an e-mail that: (1) reminds such individuals that nominations of CCSN employees to serve on the search committee are to be made only from the list of trained employees, (2) states the location on CCSN’s web site where the list of trained employees may be viewed; and (3) indicates the deadline by which nominations are to be submitted.

#### **b. Membership Input**

Persons who, pursuant to this step, are authorized to submit nominations for individuals to serve as members of the search committee shall submit those nominations by not later than ten (10) work days after days after the President has granted final approval for the search. Nominations shall be submitted, through *Form HP14 – Search Committee Nomination*, to the President.

##### **(1) Academic Faculty Vacancy**

With regard to academic faculty positions, nominations shall be submitted by the following individuals:

Affirmative Action Officer	1 nomination
Department Chair	1 nomination (Nominee must be selected from the Department with the vacancy)
Division Dean	1 nomination (Nominee must be selected from the Department with the vacancy)
Faculty Senate Chair	1 nomination (Nominee must be selected from the Department with the vacancy)
VP for Academic Affairs	1 nomination

##### **(2) Administrative Vacancy**

With regard to administrative positions, nominations shall be submitted by the following individuals:

Affirmative Action Officer	1 nomination
Classified Council President	1 nomination
Faculty Senate Chair	1 nomination
President's Designee	2 nominations
*Vice President of affected area	1 nomination

\*At his/her discretion the President may add appointments to the committee. Such appointment may include individuals from the college, the external community or both.

If any of the above individuals fail to timely submit a nomination, then the opportunity to nominate someone to serve on that search committee shall revert to the President.

### **c. Membership Selection**

The search committee members shall be selected as follows:

#### (1) Academic Faculty Vacancy

*Search Committee Size.* Unless the President directs otherwise, each search committee shall be composed of at least five, but not more than eight, persons. If, however, there is an extremely large number of applicants for a vacancy, or other special circumstances exist potentially affecting the committee's ability to perform its function, then the President may decrease or increase the number of search committee members, as he/she deems necessary to facilitate an efficient, timely search.

*Selection Process.* The President and Associate Vice President of Human Resources will confer to review the search committee nominees. Specialized disciplines such as Nursing, Automotive, Welding, etc. should have more committee members with an expertise in the area of recruitment.

*Principles.* In selecting search committee members, one objective will be to have adequate representation from the department in which the vacancy exists so that any special applicant qualifications to teach in the particular curriculum and/or unique needs of that department (differing from the need of all academic departments for effective teachers) can be aptly assessed and explained to other committee members from outside the department. Adequate department representation also facilitates the creation of useful teaching segments demonstrating interviewees' effectiveness in lecturing on a subject within the academic discipline for which the vacancy exists.

However, the above objective will be tempered against the undesirability of creating a committee that too heavily relies upon a single (departmental) perspective and is thereby possibly susceptible, even if ever so slightly, to normal (albeit unintentional) influences arising from interpersonal relationships, preferred teaching assignments, "institutional" resistance to change, etc. Furthermore, it is the goal of CCSN to involve in its search processes as many of its employees, with divergent roles and perspectives, as is possible.

From time to time securing helpful service on search committees from community, business and industry, professional, and civic leaders and representatives is also desired, both for the good of CCSN and its future students. Hence, community leaders may be recruited to serve on search committees, particularly when the person recruited may also help connect CCSN to the community and connect CCSN students in a particular area of study to potential future employers.

In making appointments to the committee adequate diversity shall be ensured, with at least one person appointed being from an ethnic minority. Representation of females shall also be considered. Appointments will not be restricted to employees assigned to one particular campus without good reason for such limitation.

*Persons Selected.* While all nominations will be carefully considered, the possible field of appointments to the search committee is not restricted to only the nominees.

However, at least one person appointed shall be a nominee working in the Department with the vacancy.

Also, the nominee proposed by the Faculty Senate Chair shall be appointed to the search committee, so long as he/she has been trained for service on a search committee.

The remaining appointments shall be made in consideration of the principles and factors discussed above.

The appointments are recorded on *Form HP15 – Search Committee Selection*, which, when complete, shall be delivered to the Human Resources Office.

The President will select, from the search committee members, a committee chair, whose name shall be indicated on *Form HP15*. The President will indicate who has been appointed to serve on the search committee by sending to the Human Resources Office *Form HP15* when and as he/she deems appropriate, with a normal goal of replying within five (5) days.

On the rare occasion that an appointed search committee member cannot serve upon a search committee, then the President must be notified, and the President may replace that committee member.

## (2) Administrative Vacancy

*Search Committee Size.* Unless the President directs otherwise, each search committee shall be composed of no less than five nor more than nine persons. If, however, there is an extremely large number of applicants for a vacancy, or other special circumstances exist potentially affecting the committee's ability to perform its function, then the President may decrease or increase the number of search committee members, as he/she deems necessary to facilitate an efficient, timely search.

*Selection Process.* The President Affirmative Action Officer and Associate Vice President of Human Resources will confer to review the search committee nominees.

The appointments are recorded on *Form HP15 – Search Committee Selection*, which, when complete, shall be delivered to the Human Resources Office.

The President will select, from the search committee members, a committee chair, whose name shall be indicated on *Form HP15*.

The President will indicate who has been appointed to serve on the search committee by sending to the Human Resources Office *Form HP15* when and as he/she deems appropriate, with a normal goal of replying within five (5) work days.

On the rare occasion that an appointed search committee member cannot serve upon a search committee, the President must be notified, and the President may replace that committee member.

#### **d. Membership Appointment Notice**

Upon receiving *Form HP15*, the Human Resources Office shall, within two (2) work days, notify each search committee member of the appointments made. This shall be achieved via *Form HP16 – Search Committee Appointment Notice*.

#### **e. Membership Orientation Package Distribution**

By not later than five (5) work days after the President appoints all search committee members, the Human Resource Office shall provide to each search committee member the standardized orientation materials.

### **4. STAGE 4 – RECEIPT OF APPLICATIONS**

Stage 4 of the hiring procedure consists of five steps, a through e.

The relevant forms to be used are:

- HP17 Acknowledgement Of Application Receipt (NOTE: HP17 not used in on-line process (step a)
- HP18 Letter Regarding Application Completeness (step b)
- HP19 Interim Report Of Applicant Names (step d)
- HP20 Final Report Of Applicant Names (step e)

#### **a. Receipt Of Applications**

Stage 4 begins with the Human Resources Office receiving applications for the job. The Human Resources Office will promptly date-stamp all application materials received, so as to enable enforcement of the application deadline.

The Human Resources Office will assign to each person who applies for a job an “Applicant Number,” so as to facilitate proper tracking and evaluation of applicants. This number shall also be utilized in forms such as *Form HP24 Chairperson Initial Applicant Screening List* and *Form HP25 – Committee Initial Applicant Screening List*. The number shall be in a format that identifies both the relevant job and the applicant (for example: 05-AC-100-001 (year – job search number – applicant order)).

### **b. Correspondence To Applicants**

As soon as possible after each application is received, but not more than two (2) work days later, the Human Resources Office shall send to the applicant an acknowledgement that the application was received. This will be accomplished by a letter based on *Form HP17 – Acknowledgement of Application Receipt*, or by email in substantially the same form.

The Human Resources Office will, to the extent time permits, periodically inform applicants about whether or not all required application materials have been received. *Form HP18 – Letter Regarding Application Completeness* may be used for this purpose. However, each applicant has the sole responsibility to ensure that all of his or her application materials are timely received at the College.

### **c. Application Deadline**

All completed application materials must be either postmarked or received by the Human Resources Office, as applicable, by the deadline stated in the job (vacancy) announcement and/or in the application instructions. The deadline will be uniformly applied to all applicants. Thus, no application postmarked or received after the stated deadline will be considered, unless due to exceptional circumstances the President extends the deadline (in which case all applications received by the new, extended deadline will be considered).

A completed application package will consist of a completed CCSN application form a pre-employment declaration (that is, the declaration form mandated by UCCSN Code, Title 2, Chapter 5, Section 5.10.2), and all other documents or materials stated in the job announcement and/or application instructions. If the application materials stated in the job announcement include college transcripts, then an application package will be considered complete if it: (a) includes official transcript(s), received by the College directly from the institution(s) the applicant attended; or (b) includes unofficial transcript(s), received from the applicant; or (c) includes a written explanation from the applicant, to the effect that he or she has requested the institution(s) attended to send transcript(s) to the College, but that for the reasons stated it is not expected, or is doubtful, that the College will receive the transcript(s) by the application deadline. In the case of this option A(c)@ the application will

become untimely if the transcript(s) are not received in time for the search committee to, without delay, examine the applicant's credentials. Furthermore, search committee finalists must, when requested, timely submit to the College official transcript(s) in order to be considered further for employment.

Untimely applications (those which were not received and complete by the application deadline) will not be forwarded to the search committee for consideration; but instead, will be retained in the Human Resources Office.

#### **d. Postings Regarding Progress Made In Search**

As applications are received the Human Resources Office shall regularly update its web site to indicate that as of a stated date CCSN has received a stated number of applications (and also to remind interested persons of the date by which application materials will be received). These updates shall be made as often as feasible, but on at least a bi-weekly basis.

#### **e. Notices To Committee Members Of Applicant Names**

From time to time during the period between the first advertisement for the job and the application deadline, the Human Resources Office shall send to the search committee members reasonably up to date lists of those persons who have applied for the position (including those whose application materials are and are not complete). This shall be accomplished through *Form HP19 – Interim Report of Applicant Names*, delivered via email or otherwise. The President shall direct how often these updated lists shall be provided to the search committee members. Search committee members will review the lists to verify their qualifications as being impartial, as provided for in Stage 5 of the hearing procedure.

Within two (2) work days after the deadline for receiving applications has passed the Human Resources Office shall use *Form HP20 – Final Report of Applicant Names* to inform the search committee members of the names of all individuals whose complete application materials were received by the deadline. If the application deadline is based upon a postmark date, then *Form HP20* shall be delivered to the search committee members five (5) work days after the deadline. As provided for in Stage 5 of the hearing procedure, search committee members will all review this final report of applicant names to verify their qualifications as being impartial.

### **5. STAGE 5 – SEARCH COMMITTEE CERTIFICATION**

Stage 5 of the hiring procedure consists of three steps, a through c.

The relevant forms to be used are:

HP21	Certification Requirement Reminder	(HP 21 is incorporated as an email notification in the on'line system)	(step a)
HP22	Training And Impartiality Certification		(step b)
HP23	Search Committee Certification (Incorporated as part of the Search Committee's initial review of the applicants)		(step c)

#### **a. Reminder Of Certification Requirement**

The purpose of Stage 5 of the hiring procedure is to ensure that the individuals who evaluate and compare the qualifications of job applicants are (1) appropriately trained to assess applicant qualifications, and (2) without bias in favor of (or against) any particular

applicant. Hence, to begin Stage 5 the Human Resources Office, using *Form HP21 – Certification Requirement Reminder*, reminds the search committee members of their responsibilities in this regard. *Form HP21* shall be sent within five (5) work days after the application deadline.

### **b. Member Certification Confirmation**

If upon receiving an interim or final report of applicant names a search committee member discovers that he or she either (1) is related (within the third degree, of sanguinity or marriage) to an applicant, (2) is a past/present business partner with or has another financial interest in an applicant, or (3) other personal relationship with applicant, then he or she will immediately inform the search committee chairperson of such fact and also send a completed *Form HP22 – Training and Impartiality Certification* to the President. In such case a replacement search committee member shall be appointed.

If, upon receiving the reminder *Form HP21*, a search committee member has not already reviewed the final report of applicant names, he or she shall immediately do so.

If (1) a search committee member's review of the final report of applicant names discloses no blood or marriage relationship with any applicant, (2) no business, financial or other personal relationship, and (3) the committee member has completed the required search committee member workshop training, then he or she shall indicate such facts on *Form HP22* and promptly give the form to the search committee chairperson.

### **c. Committee Certification Confirmation**

Once the search committee chairperson has received *Form HP22* from every committee member, including search committee chairperson, then he/she shall complete and sign *Form HP23 – Search Committee Certification*. *Form HP23*, with the collected *Forms HP22* attached, will then be transmitted to the Human Resources Office. This is to be done not later than seven (7) work days after the application deadline. The first search committee meeting shall not commence until after *Form HP23* has been duly signed and submitted.

## **6. STAGE 6 – SEARCH COMMITTEE APPLICANT SCREENING**

Stage 6 of the hiring procedure consists of twelve steps, a through l.

The relevant forms to be used are:

HP24	Chairperson Initial Applicant Screening List	(step a)
HP25	Committee Initial Applicant Screening List	(step c)
HP26	Request For Questionnaire Approval	(step e)
HP27	Questionnaire Approval	(step e)
HP28	Interview Questions Approval Request	(step g)
HP29	Interview Questions Approval	(step g)
HP30	Applicants Eliminated From Consideration	(step h)

HP31	Persons To Be Interviewed Report	(step h)
HP32	Search Committee Finalists Report	(step l)

Once a search committee is formed, then any and all communications between the search committee and any applicant, regarding the job search or application, shall be conducted on behalf of the committee as a whole, as distinguished from individual committee members (who, in any event, are required to maintain the committee's work as confidential).

All timely applications for a position advertised as above shall be subject to screening consistent with the provisions of steps 6a through 6l. The committee shall interview selected qualified applicants for each vacancy, as provided below, and using the criteria set out below, shall recommend not less than two but not more than four applicants for further consideration.

Once applications begin to be received, the Human Resources Office shall make copies of the received applications available, in a secure or supervised setting, for inspection by individual search committee members who may desire to begin reviewing the applications before the application deadline and/or the initial search committee meeting. Such viewing shall be under circumstances and guidelines established by the Human Resources Office, so that confidentiality and security of materials is appropriately maintained and the operations of the Human Resource Office are not rendered unduly inefficient. A log sheet will be maintained by the Human Resources Office to record which search committee member(s) viewed the applications, when, and where. The Human Resources Office will also maintain a log sheet to record when a chairperson is permitted to remove application materials from that office, when the materials were returned, and appropriate signatures. No application material will be left unattended in a less than secure place at any time. The removal of application materials from the Human Resource Office will be at the sole discretion of the Associate Vice President of Human Resources, and will not be standard operating procedures.

#### **a. Chairperson Review Of Applications**

Stage 6 begins with the Human Resources Office, not later than two (2) work days after the application deadline, providing to the search committee chairperson the timely application materials and *Form HP 24 – Chairperson Initial Applicant Screening List*. When so provided the Applicant Number (“No.”) and Applicant Name (“Name”) column of *Form 24* shall have already been filled in with the number and name of each timely applicant. *Form HP24* shall be given to the chairperson in both “hard copy” form and printable pdf format (with blank fields to be filled in later by the chairperson).

Before the initial search committee meeting, the search committee chairperson shall examine each timely application for the purpose of ascertaining whether or not the applicant satisfies the minimum qualifications (as distinguished from preferred qualifications) stated in the vacancy announcement. The chairperson, at their discretion, may use other search committee members to assist in this initial screening process. Based

upon such examination the search committee chairperson will prepare, for the search committee=s use and consideration:

- (1) a listing of timely applicants which appear to possess all required minimum qualifications for the job;
- (2) a listing of timely applicants which appear not to possess all required minimum qualifications; and,
- (3) a listing of timely applicants as to which it is somewhat difficult to determine with reasonable certainty whether or not the applicant possesses all required minimum qualifications.

These lists will be recorded on the *Form HP24* provided by the Human Resources Office, by marking the appropriate column on the form and adding brief explanations as to the reasons for categorizing applicants as “no” clearly not qualified or “unclear” possibly not qualified.

The foregoing lists shall not be considered final determinations, but rather as recommendations to the search committee. The Human Resources Office shall also maintain (but not provide to the search committee) a record of untimely applicants (that is, a list of applicants who did not submit a complete application by the application deadline date).

#### **b. Scheduling First Search Committee Meeting**

The supervisor of the area will address the search committee. This will allow for a better understanding of the position, its dynamics and its parameters. Also address issues the committee may have regarding the position. It helps the committee to develop a better scope of the position other than the one addressed in the job announcement. HR will setup timeline for search committee process. The initial search committee meeting shall be scheduled by the committee chair for a date not later than ten (10) work days after the application deadline.

#### **c. Initial Screening For Minimum Qualifications**

##### **(1) Meeting Commencement**

The initial search committee meeting will normally commence with the Monitor or other Human Resources Office representative presenting brief, standardized orientation remarks to the committee concerning the committee=s work. As part of such orientation, the Human Resources Office representative shall remind the committee of the timetable by which the committee=s work is to be completed, referring to the timetable included as part of the *Search Committee Orientation Package*. In addition, the Human Resources Office will: verify that each member of the search committee has received a copy of the *Search Committee Orientation Package*; review the affirmative action goals for the division and/or

college; and endeavor to answer any procedural questions which committee members may have. (This should not take long since all search committee members are expected to have read the *Search Committee Orientation Package* before the first committee meeting.)

## (2) Initial Screening Of Applicants

Next, the search committee chairperson will provide to the search committee members the complete application materials of all timely applicants. He/she will also provide to each committee member a copy of completed *Form HP 24 – Chairperson Initial Applicant Screening List*. The search committee shall undertake reasonable efforts to verify that the committee agrees with the chairperson with regard to which applicants do not possess the minimum qualifications for the job.

The search committee will proceed as follows: The committee shall screen the applicants based upon the minimum qualifications stated in the vacancy announcement, and by majority vote or general consensus reach a conclusion as to which of the timely applicants do not possess the minimum qualifications. In performing this task the search committee may completely, or partially rely upon the above-referenced *Form HP24* provided by the chairperson as to those applicants he/she deemed clearly qualified. Thus the search committee need not duplicate the work already performed by the chairperson as to those applicants who clearly have the minimum qualifications. Normally, the committee will find it appropriate to examine only the applications of those persons as to whom the chairperson found the applicant clearly not qualified or found it difficult to ascertain whether or not the minimum qualifications are met. Furthermore, the search committee may, if it so desires, examine applications through a division of labor among the search committee members acceptable to a majority of the committee members. Hence, it is not necessary that each and every committee member personally review each and every application. However, to the extent that an individual committee member may desire to personally examine any particular application for the purpose of forming an opinion regarding whether or not the minimum qualifications are satisfied, the committee member will be permitted to do so, as long as the committee is not unduly hindered from completing its work in a timely manner. At a minimum, two or more of the committee members must briefly examine the application materials of the clearly not qualified and unclear if qualified applicants.

The search committee shall document its work in this regard by completing *Form HP25 - Committee Initial Applicant Screening List*. This form will document which applicants the majority of the committee members have designated as “yes” being clearly qualified, “unclear” if qualified, and “no” clearly not qualified. Applicants within the first two of these two groups will be considered further during secondary screening activities. Any applicant who was identified by the chairperson as fitting within the “unclear” category will, to the extent possible, be categorized by the committee as possessing or not possessing the minimum qualifications. If the search committee is unable to ascertain whether or not an applicant possesses the minimum qualifications, such applicant shall, for purposes of the initial screening, be presumed for the moment to possess the minimum qualifications.

Within one (1) work day after the initial committee meeting concludes, the committee chair

shall return a copy of *Form HP24* and *Form HP25* to the Human Resources Office. Upon return of these forms, the Human Resources Office will add to the list an indication as to the race and gender of each applicant (to the extent race and gender is known or reasonably evident), and retain such list in the Human Resources Office.

The Human Resources Office will, within five (5) work days after receiving *Form HP25*, notify those applicants whom the search committee has determined do not meet the minimum requirements of such disqualification and/or their elimination from further consideration.

#### **d. Secondary Screening Activities**

During the additional search committee meetings (to be scheduled by the committee chair in consultation with the other committee members), and, if desired, the initial committee meeting, the committee shall further evaluate the minimally qualified applicants.

##### **(1) Purposes And Objectives**

The sole purpose of the search committee is to assist the President in meeting the objective of employing the most qualified and suitable person to fill the pertinent job vacancy, without consideration or use of legally impermissible criteria. No search committee member shall endeavor to influence the evaluation of applicants for any other purpose. Furthermore, no search committee member shall endeavor to frustrate or defeat any ranking or scoring system utilized by the search committee, for example, by arbitrarily scoring one applicant lower than the committee member truly believes is reasonable and appropriate in order to arbitrarily enhance the relative scoring of another applicant whom the committee member views more favorably.

##### **(2) Confidentiality**

All information concerning applications received by CCSN and the search committee's judgments and decisions is strictly confidential. Any search committee member who breaches the confidentiality shall be considered to have engaged in serious misconduct and will be subject to formal disciplinary action, up to and including termination of employment in accordance with Chapter 6 of the UCCSN Code. (A search committee member may, of course, report to the proper CCSN official (the chairperson or Associate Vice President of Human Resources) a violation or possible violation of this Hearing Procedure without such being considered a breach of confidentiality.)

At the discretion of the President interviews may be videotaped and/or recorded. To the extent permitted by state law, video tapes of interviews will not be provided to interviewees nor to persons not involved in the search process. Furthermore, besides search committee members (during the search process), the President, and the Associate Vice President of Human Resources, and those individuals who attend interviews of finalists recommended by the search committee, no person (other than such persons who are entitled by law to do so) shall be permitted to view an interview video unless the President specifically

authorizes he or she to do so.

### (3) Committee Activities

If, during its work, the search committee discovers that an application submitted to it is incomplete, such application will be returned to the Human Resources Office and will receive no further consideration by the committee. The Human Resources Office may notify untimely applicants that their applications were not received by the deadline date, and were, therefore, not given further consideration for the advertised position.

The search committee shall screen the minimally qualified applicants based upon the qualifications listed in the vacancy advertisement and any applicable, permissible criteria not inconsistent therewith, in order to ascertain which applicants will be invited for interview.

If work experience is a requirement listed in the job announcement, the successful applicant's written offer of employment will be conditioned upon the applicant's compliance with Human Resource procedures to verify work experience as required in the job announcement. If said hire is unable to unwilling to produce written documentation of required work experience the applicant will not become an employee of the college.

As part of the evaluation process, the search committee will satisfy itself that the persons invited for interview possess the relevant education. This will be accomplished by the committee, or members thereof, reviewing the transcripts included within the application materials submitted.

### (4) Permissible Criteria

Applicants shall be evaluated based upon the following criteria:

- (1) minimum education, certification and experience requirements, or a combination thereof, for the position;
- (2) additional education, certification and/or experience considered desirable for the position;
- (3) evidence of past performance and/or occupational competency;
- (4) any particular needs of students or others who will work with or be served by the person selected;
- (5) the best interests of CCSN, its students, its faculty, its staff, and the public.

Except for the minimum education, experience, and certification requirements for the position (as stated in the job announcement), the above criteria shall be applied in their

totality, using the collective judgment of the Committee members.

#### (5) Impermissible Criteria

The search committee shall not endeavor to evaluate any applicant based upon his or her race, color, gender, marital status, age, national origin, disability, sexual orientation or religion. Nor shall the search committee evaluate any applicant for other reasons not reasonably related to the job.

#### **e. Written Questionnaire Development**

The search committee may exercise the option to use a standardized questionnaire, for the purpose of further screening the applicants and determining which applicants will be invited to interview. Questionnaires may be sent to: (1) all applicants; (2) all timely applicants; (3) all applicants who meet the minimum qualifications; or (4) a group of applicants not already eliminated from further consideration.

If a questionnaire is utilized, then the questionnaire shall be developed as follows: A draft questionnaire will be included as part of the *Search Committee Orientation Package*. The draft questionnaire will be in one of two forms. The document may be a questionnaire already tailored for the particular position of employment for which the search is being conducted. Alternatively, the document may be a general, standardized questionnaire, which the Search Committee may refine by adding additional questions and/or modifying the standard questions to be more specific to the relevant employment position. (The *Standardized Questionnaire To Job Applicants* is designed for use in situations where there is a large number of applicants for the position.) Any additions or other modifications to the *Standardized Questionnaire To Job Applicants* must be approved, in advance (and when time permits, preferably in writing) by the Human Resources Office. *Form HP26 – Request For Questionnaire Approval* will be used to request approval for a new or revised questionnaire. Such a request will be granted or denied through *Form HP27 – Questionnaire Approval*. (NOTE: HP 26 and HP 27 are combined in the on-line system)

Questionnaires are not to be used unless appropriate efforts have been made to solicit recommendations and comment from CCSN's Affirmative Action Officer. Normally this will occur by (1) the Affirmative Action Officer participating in the development or refinement of the *Standardized Questionnaire To Job Applicants*, or (2) by the Affirmative Action Officer meeting together (before the initial search committee meeting) with the relevant chairperson and Associate Vice President of Human Resources to reach a consensus on the document. For instances in which a search committee itself undertakes to create a substantially different questionnaire not previously approved, or to significantly change an existing approved questionnaire, the Monitor (and Affirmative Action Officer if available) shall be requested to provide input as to whether or not the proposed questionnaire, or portion thereof, may tend to inappropriately discriminate against protected groups of persons (i.e., minorities or females) or inappropriately interject evaluation criteria that are not sufficiently related to performing the essential functions of the job.

If the search committee opts to use a questionnaire, then the applicants will be asked to provide a written response to the questionnaire and return it soon enough to be received by a stated due date. Questionnaires that are received after the due date may, at the committee's discretion, be considered or not be considered. The fact that a questionnaire response is received after the due date or is not received at all may, at the committee's discretion, cause or not cause the relevant applicants to be evaluated lower than they otherwise would be or be disqualified from further consideration.

#### **f. Scoring System Development**

The search committee may, during the evaluation process, use scoring instruments and methodologies approved by the Monitor or Associate Vice President of Human Resources. (A sample, draft evaluation instrument is either included in the *Search Committee Orientation Package* or is available from the Human Resources Office.) A standardized credential review form that addresses the main points of the job announcement with the same number of points given for each position will be created by HR.

During (or if time permits, prior to) the initial search committee meeting the Human Resources Office representative will provide to the committee or committee chairperson a draft evaluation instrument, for the committee's consideration. The committee will, in consultation with the Monitor, refine or otherwise modify the instrument to the extent it deems necessary or appropriate, based upon the nature of the position, the characteristics of the applicants, or other valid, job-related criteria, subject to approval by the Monitor.

#### **g. Interview Questions Development**

The questions (other than follow-up questions) posed during the interviews will be those questions which are included within the approved set of standardized interview questions for the position.

The approved set of standardized interview questions shall be developed as follows: A draft set of standardized interview questions will be included as part of the *Search Committee Orientation Package*. The draft set of standardized interview questions will be in one of two forms. The document may be a set of interview questions already tailored for the particular position of employment for which the search is being conducted. Alternatively, the document may be a general, standardized set of interview questions, which the search committee may refine by substituting or adding additional questions more specific to the relevant employment position. Interview questions should be department oriented.

The search committee chairperson shall, during the second (or first) meeting of the committee solicit suggested interview questions from committee members. (Committee members may, if they desire to do so, also submit questions to the chairperson in advance of the committee meeting.) The questions submitted will be considered by the committee, after which the committee as a whole shall decide which questions it prefers and the number of questions to pose.

Thereafter the chairperson is to send, via *Form HP28 – Interview Questions Approval Request*, a listing of the questions so decided upon to both the Monitor and the Affirmative Action Officer. The Monitor will thereafter confer with the Affirmative Action Officer and committee chairperson (as well as such other persons if necessary) to receive input as whether the questions should be posed, with or without revision, to the persons interviewed. The Monitor will next inform the committee chairperson that he/she is approving or disapproving the questions. Alternatively, if the Monitor is present during the meeting when interview questions are discussed, and the Monitor is of the opinion that there are no apparently legitimate grounds upon which to doubt the propriety (as non-discriminatory and reasonably job-related) of the questions, then the Monitor may verbally approve of the questions before the meeting concludes, and thereafter send to the chairperson his/her written approval via *Form HP29 – Interview Questions Approval Request*. (NOTE: HP 28 and HP29 are combined in the on-line system)

#### **h. Determination Of Persons To Be Interviewed**

The search committee must make its decisions as to which minimally qualified applicants should be invited for interview soon enough to: (a) enable the interviews to be conducted commencing on or before the thirtieth (30<sup>th</sup>) work day after the application deadline, and (b) enable the search committee to decide upon two to four finalists by not later than the thirty fifth (35<sup>th</sup>) work day after the application deadline. Whenever possible, out of state candidates will be given at least two weeks notice to make travel arrangements. HR will develop protocol for candidates outside the Las Vegas area invited for interviews.

In some circumstances a search committee may find it necessary to meet on more than one occasion to narrow the field of minimally qualified applicants down to the small number of applicants to be invited for interview. Regardless of the number of meetings, after each meeting in which the field of applicants is narrowed through a “secondary cut,” the chairperson is to send to the Human Resources Office a report as to those applicants who were eliminated from further consideration and the number of applicants still under consideration. This information shall be reported using *Form HP30 – Applicants Eliminated From Consideration*, with such attachments as are convenient to identify those persons eliminated by name and applicant number. As soon as possible thereafter, and not later than two weeks later, the Human Resources Office will update the data available on its web site so as to adjust the number of applicants still under consideration for the job.

The final determination as to which applicants are to be invited for interviews is not to be made until after reference checks are conducted (by the chairperson and/or designee(s)). Chairperson or designee(s) will conduct at least 2 reference checks on each of the applicants being considered for interview. HR will review/revise current reference check questions.

Once the search committee has decided upon whom to invite for interview, the names of the applicants to be invited will promptly be conveyed to the Human Resources Office, using *Form HP31 – Persons To Be Interviewed Report*. The Human Resources Office shall file the original *Form HP31*, add the ethnicity and gender of each person to be invited for

interview to two copies of the form (and, upon request, transmit a copy of the form, in an envelope marked “confidential,” to the President).

#### **i. Interview Invitations**

Human Resources will contact the approved applicants to invite them to be interviewed and to schedule the interviews on the date provided by the search committee on form HP31. The applicants to be interviewed should be informed of the date, time, and location of the interview, as well as where they should wait on campus until met by a CCSN representative or called into the interview room. Human Resources should arrange the interviewing schedule so that non-local applicants are available for a final interview, if necessary. Written confirmation of the interview should also be mailed by the Human Resources to each person accepting the interview invitation. The written confirmation should also be accompanied by appropriate materials designed to make the interview process as convenient as possible. For example, the location where the interviews will be conducted, and how to easily get to that location, should be included (with driving directions, city map excerpt, directions from the airport, etc.). Other areas of interest (restaurants, etc.) might also be identified, as appropriate. The name and daytime telephone number of the chairperson will also be stated, so that any questions an interviewee may have about the interview arrangements may be directed to the chairperson (or his/her office). An estimated time by which the entire interview process will likely conclude should, whenever possible, also be indicated.

#### **j. Interview Arrangements**

Human Resources Office, will reserve a room for the interviews, and contact the appropriate CCSN staff to arrange for the interviews.

Human Resources and the search committee and/or its chairperson will adopt and implement a plan to treat interviewees with kindness, professionalism, interest, and respect; to instill interest in the College; and to present CCSN in a professional light. The plan will cover the time interviewees spend on campus before and after interviews. Suggestions and guidelines in this regard may be obtained from the Human Resources Office.

#### **k. Interviews**

The search committee shall conduct interviews: (a) commencing on or before the thirtieth (30<sup>th</sup>) work day after the application deadline; and (b) soon enough to reasonably permit the committee to recommend two to four finalists to the President by not later than the thirty-fifth (35<sup>th</sup>) work day after the application deadline.

The search committee members shall endeavor to conduct the interviews in a manner which is consistent with the guidelines for interviewing job applicants included as part of the *Search Committee Orientation Package*.

In the event the President determines that videotaping and/or recording of interviews is required, the applicants to be interviewed are to be informed that the interviews will be videotaped, and asked to consent to that videotaping. (Videotaping will not commence before consent is granted.) If an applicant refuses to grant such consent, then he or she will be politely excused, will not be interviewed, and will not receive further consideration for the job. (The committee chairperson may, if he/she believes necessary or appropriate, explain that video recordings will be used to potentially assist the President or his/her designee, Vice President, and/or Faculty Senate Representative in considering those interviewees the committee recommends as finalists and/or to document compliance with the hiring procedure.)

The search committee may also, in its discretion, require persons interviewed to make a brief presentation to the committee (or participate in other skills testing). The search committee may elect to have other parties view the presentation for comment. An example of such would be where interviewees are asked to teach a segment. The committee may notify the interviewees in advance of the required presentation. The nature, purpose, and extent of the presentation / skills testing shall be described to the Monitor and approved in advance.

### **I. Recommendation Of Finalists**

After the interviews are conducted, the search committee will further evaluate the applicants, and usually that same day, but not later than the thirty-fifth (35<sup>th</sup>) work day after the application deadline, the search committee shall decide upon two to four finalists to recommend. The committee's decision will be recorded on *Form HP32 - Search Committee Finalists Report*. The committee's consensus as to the strengths, weaknesses, or other pertinent characteristics of the finalists shall also be recorded on *Form HP32*. The form will promptly be transmitted to the "Final Interview Committee," together with the finalists' application materials.

The interviewees who are chosen as finalists are to be informed of their status as finalists only by the chairperson or designated committee member. Interviewees who are not selected as finalists, and who are still on campus following interview, shall be informed of their status by either the chairperson or a designated search committee member; otherwise, written notice will be provided by the Human Resources Office.

The Human Resources Office shall, using the list of finalists provided by the search committee, prepare a list of the finalists which contains an indication of each finalist's= race and gender, and forward such list to the President.

The Human Resources Office shall then promptly update its web site to reflect the number of candidates remaining (and/or that an individual (name not identified) to be offered employment has been identified and the search is concluded).

All application and search materials will remain in the control and possession of Human Resources. However, if during the course of the search the search committee has obtained

other materials, the search committee chairperson will personally return all such materials (except those of the finalists), to the Associate Vice President of Human Resources

## **7. STAGE 7 – FINALIST SELECTION**

Stage 7 of the hiring procedure consists of four steps, a through d.

The relevant forms to be used are:

HP33	Person To Be Offered Employment	(step c)
HP34	Search Timetable Success Report	(step d)

### **a. Finalist Interviews**

Stage 7 begins with the Final Interview Committee interviewing the finalists recommended by the search committee. When one or more of the persons interviewed by the search committee are more than two hours distance from Las Vegas, Nevada, the Final Interview Committee interviews are normally conducted on the afternoon of the same date that the search committee conducts interviews.

The Final Interview Committee for Academic Faculty shall consist of the following persons: Vice President of Academic Affairs (or designee), Faculty Senate Chair (or designee), Dean of affected area, and one or more persons appointed by the President.

The Final Interview Committee for Administrative Faculty shall consist of the following persons: Vice President of Affected Area (or designee), one person appointed by the Vice President of Affected Area (director, manager, etc.), and one or more persons appointed by the President.

Questions posed during the Final Interview Committee interviews shall be job-related and nondiscriminatory.

### **b. Recommendation**

Upon conclusion of the Final Interview Committee's interviews the committee will discuss their perceptions regarding the finalists in a manner that provides to the Vice President reasonably complete input. The Vice President shall thereafter promptly convey to the President his or her recommendation.

In addition, the President or his designee may solicit from the other Final Interview Committee members their individual and/or collective views about the finalists interviewed.

### **c. Selection And Appointment**

Although typically unnecessary, the President may invite any one or more of the finalists for an additional interview. Such additional interviews, if conducted, may be conducted by, and/or in the presence of, the President and other participants at the President's discretion.

When feasible, such interviews will be conducted in person. The College is not, however, under any obligation to conduct additional interviews. If the College elects to pay such travel expenses, it will do so in a manner which is uniform or otherwise appropriate under the circumstances.

The President may select one of the finalists to be offered employment. If so, the President will submit, via *HP33 - Person To Be Offered Employment*, the name of the selected finalist to the Associate Vice President of Human Resources for an informal employment offer to be made. If the individual accepts the offer of employment, then the Associate Vice President of Human Resources will proceed to take that action described in step "d" below.

He/she shall also appropriately provide notice to the other finalists and update the relevant information on the CCSN Human Resources Office website.

If the offer is declined, then the President may cause the job to be offered to another finalist, or if he/she deems this is not in CCSN's best interests, may take other such action as may be appropriate, including but not limited to closing, re-opening, or extending the search.

The President (and/or his designee) and the Associate Vice President of Human Resources (and/or his designee) are the only College officials who are authorized to determine and state the appropriate rate of compensation to be offered and paid to the selected finalist. *The President is the appointing authority at CCSN. Hence no other person (outside the Human Resources Office) shall, absent the President's prior approval, make any promise or representation at all to any finalist about the precise compensation package that will be offered.*

### **d. Notice To Search Committee Of Person Employed**

At the appropriate time the Human Resources Office will notify the search committee members which candidate was offered and has accepted employment. This will be accomplished with *Form HP34 - Person Offered Employment*.

The Human Resources Office will, as soon as possible but not later than fifteen (15) work days after the Final Interview Committee's interviews, submit to the President *Form HP35 – Search Timetable Success Report*, showing how well CCSN met its target dates in completing the search process for the position.

## **B. HR OFFICE MONITORING AND ASSISTANCE**

### **1. MONITORING OF SEARCHES**

#### **a. Monitor Presence During Committee Meetings**

The Human Resources Officer shall monitor each job search, and each phase thereof, and periodically report on the status to the President.

As part of the Human Resources Officer monitoring function, the Associate Vice President of Human Resources will ensure that to the full extent possible the search procedure “Monitor” and/or other Human Resources Office representative will (1) attend the initial meeting of each search committee, and (2) be available to the search committee chairpersons to answer questions. The Monitor’s attendance (or other Human Resources Office representative’s attendance) at initial or subsequent search committee meetings shall be for the sole purpose of unobtrusively monitoring the committee’s work and providing necessary or requested technical assistance to the committee. The Human Resources Office staff shall not vote or otherwise act as a search committee member. Nor shall they permit any search committee member to effectively impose upon the Human Resources Office duties assigned to the search committee or a search committee member.

The Associate Vice President of Human Resources shall, when he or she believes such to be necessary or appropriate, inform the President of any known conduct by any College employee or College representative, which may potentially hinder or be construed as potentially hindering the goal of the College to make fair hiring decisions based only upon legally permissible criteria or factors. The President may remove a search committee member at any time with or without cause.

#### **b. Committee Chairperson Reports To Monitor**

The chairperson of each committee shall diligently keep the Monitor informed of the committee’s schedule, activities, concerns, questions, problems, and potential difficulties.

#### **c. Response To Irregularities**

Whenever any irregularity manifests as to any search, the Monitor or Associate Vice President of Human Resources shall be informed of such, and the search committee shall take such corrective or other action as the Monitor or Associate Vice President may direct.

### **2. PROVIDING ASSISTANCE**

#### **a. Answering Questions And General Assistance**

The Human Resources Office shall provide technical assistance to those persons participating in the hiring process, to the extent necessary or appropriate to promote the College’s goal of making hiring decisions based only upon legally permissible factors, to

facilitate the smooth operation of job searches, and to otherwise promote the College's best interests.

The Human Resources Office shall respond to questions regarding the hiring procedure and job searches as quickly as possible, and shall supplement verbal responses with confirmation in writing or by email. The Human Resources Office shall also adopt such internal operating methods as will efficiently promote prompt, courteous answers but guard against substantively inconsistent answers and persons "shopping" among different Human Resources Office staff for preferred answers.

#### **b. Common Questions And Answers**

The Human Resources Office, and especially the Monitor and Associate Vice President, shall assess the type and frequency of questions pertaining to job searches. Based thereon, under the supervision of the Associate Vice President of Human Resources there shall be developed, regularly updated, and presented in a well organized manner a listing of common questions (actually asked and reasonably anticipated) and answers about the hiring procedure and the conducting of job searches. These common questions and answers shall be made available and convenient to CCSN employees, electronically, through supplements to the *Search Committee Orientation Package*, in printable form, and by staff reference when responding to questions.

### **3. REPORTS**

#### **a. Regular Updates To Web Sites**

The Human Resources Office is charged with the responsibility of making available to employees, job applicants, and the public information about the hiring procedure, vacancies, how to apply for employment, and the progress of each job search.

For each professional staff job search, the following information will be posted on the CCSN Human Resources Office web site from the time the search is first announced until the search is closed:

- (1) the job announcement;
- (2) instructions as to when and how to apply for the position announced;
- (3) a downloadable application for employment form;
- (4) a downloadable "pre-employment declaration" form; and,
- (5) once the necessary software is installed and programming is completed, a means by which persons may apply online.

For each professional staff vacancy the following data will be placed on the web site, and

revised at least at least every two weeks to reflect reasonably current data regarding:

- (1) the target date for finishing the major stages of the hiring procedure, as well as the actual dates of completion;
- (2) how many timely applications have been (or were) received;
- (3) the number of applicants who have timely submitted all necessary materials to constitute a complete application packet; and,
- (4) the number of applicants with timely, complete applications who are still under consideration (that is, have not been eliminated from consideration) for the job.

#### **b. Timetable Compliance Reports**

The Human Resources Office shall also provide, as directed but at least every three months, to the President, reports regarding: (1) the progress made on all currently pending searches; (2) for each search begun and/or finished the just ended quarter (or other period), the difference between the number of days projected (targeted) to complete the search as against the actual number of days in which the search was completed; (3) aggregated data for such searches, showing success rates according to predefined measurement criteria; (4) areas of strength and weakness as to each hiring procedure stage; and (5) numbers of applications received and considered.

### **4. RECORDS**

All applications received by the College shall, prior to and during the selection (search) process, be maintained securely and confidentially by the Human Resources Office. After the search committee submits a list of finalists to the President, the search committee, through its chairperson, shall submit to the Human Resource Officer, in sealed envelopes, any additional materials received by the search committee during the search process the following information and items:

Each of the envelopes will be labeled with the title of the position for which the applications were submitted, the names of the committee members, the signature of the committee chair, the date of submission, and an indication of how many envelopes are being submitted (for example, "Envelope 1 of 20"). These materials will be securely maintained on file in the Human Resources Office or such other location as is approved by the President, for such periods as are mandated by Nevada law (or such greater period set by the President).

The Final Interview Committee shall also submit to the Human Resources Office all materials it receives and creates, packaged in envelopes and marked similar to the manner described above.

The Human Resources Office shall maintain on file the following records concerning each vacancy, job announcement, and application received with respect to a professional position of employment to which this *Hiring Procedure* applies:

- (1) all applications for employment, whether solicited or not;
- (2) records of all interviews and other contacts with applicants, including a copy of each relevant piece of correspondence with applicants;
- (3) a written evaluation of each applicant who met the minimum qualifications for an announced position;
- (4) a written record of the response to each announced vacancy, including a list of all qualified persons considered for the vacancy, and the name of the person(s) offered the position;
- (5) a copy of the job description, the announcement of a position, the recruitment of personnel, the selection process and the evaluation of applicants, and a printout of the web site posted data posted as of the end of the search. The aforementioned records shall be kept in an orderly manner, organized by calendar year and by position.

### **C. SEARCH COMMITTEE MEMBER TRAINING**

Search committee member training consists of two components: (1) workshop training, and (2) a *Search Committee Orientation Package*.

In order for any CCSN employee to be qualified to serve as a member of a search committee, he or she must have first participated in a workshop training session and have received from the CCSN Human Resources Department written certification that the training has been completed. This certification will be valid for a period of twenty four (24) months. Human Resources will notify employee ninety (90) days prior to the expiration of certification. The CCSN Human Resource Department shall maintain a constantly up-to-date roster of those CCSN employees who have been certified as trained. The roster shall be ordered alphabetically by last name. The roster shall also indicate the date of the most recent training workshop and the names of those attending that workshop.

By not later than five (5) work days after the President appoints all search committee members, the Human Resource Officer shall provide to each search committee member the standardized orientation materials. The standardized *Search Committee Orientation Package* will include the following components:

- a. Form letter To Search Committee Members. This in an introductory letter from the Human Resources Office to the search committee

members.

- b. Statement Of Search Committee Duties. This document explains the various duties and responsibilities of search committee members.
- c. Standardized Questionnaire To Job Applicants. If included, this document will appear in one of two forms. That is, the document may be a questionnaire already tailored for the particular position of employment for which the search is being conducted. Alternatively, the document may be a general, standardized questionnaire, which the search committee may refine by adding additional questions and/or modifying the standard questions to be more specific to the relevant employment position. The *Standardized Questionnaire To Job Applicants* is designed for use in situations where there is a large number of applicants for the position.
- d. Standardized Interview Questions. This document will also appear in one of two forms. The document may be a set of interview questions already tailored for the particular position of employment for which the search is being conducted. Alternatively, the document may be a general, standardized set of interview questions, which the search committee may refine by adding additional questions more specific to the relevant employment position. The *Standardized Interview Questions* are designed for use in all interviews.
- e. Guidelines For Interviewing Job Applicants. This document provides to the search committee members guidance as to how to avoid interview questions - that is, natural follow up questions or remarks made after a job applicant answers a standardized interview question - which are or may be considered discriminatory in nature or in context (that is, based upon an applicant's race, color, sex, age, religion, national origin, sexual orientation or disability).
- f. Scoring instruments and forms upon which to record and total scores assigned by individual committee members into overall committee scores.
- g. Time Line For Accomplishment Of Search Committee Work. This document, prepared by the Human Resources Office and subject to revision by the President, informs the search committee of the various dates by which their tasks are to be completed. Significant, unavoidable deviations from the stated deadlines must be submitted in writing to the Human Resources Office, for recommendation, and if recommended, to the President for approval.
- h. Job Description And Announcement. This portion of the *Search*

*Committee Orientation Package* includes a copy of the job description and announcement for the relevant employment position.

Each search committee member shall read the *Search Committee Orientation Package* before the first search committee meeting begins.

# CHARTS

- Chart A      Flowchart For Hiring Full-time Professional Staff
- Chart B      Summary Of Standard Procedure With Model Target Dates

**FLOWCHART FOR HIRING FULL-TIME PROFESSIONAL STAFF**

Day 1   M 5 days	Day 6   M 5 days	Day 11   M 8 days	Day 19   M 1 day	Day 20   M 5 days	Day 25   M 5 days	Day 30   M 4 days	Day 34   M
Originator submits job search request (Form HP1) to Human Resources (AHR@) Office, together with job description input Form HP3 to VP, who sends to HR	HR Office forwards request (Form HP1), and recommendation (Form HP2) to President with recommendation (Form HP3)	President grants preliminary approval for job search	HR Office, VP, Affirm. Action Officer finalize job description and job announcement	HR Office Applies to President for final approval to conduct search	President grants final job search approval	President or his designee approves timetable for job search	HR Office posts web data; orders vacancy advertisement in newspapers, etc., and sends announcement to appropriate institutions and organizations

Application period	Day 1   M 9 days	Day 10   M 5 days	M	Day 35   M	Day 35   M	Day 44 (Conclusion)   M	
Applications received; HR updates Web data; Search committee formed	Applications delivered to committee chairperson	Initial search committee meeting conducted		If necessary, questionnaire mailed to minimally qualified applicants	Applicant interviews conducted	Search committee names finalists; Final Interview Committee interviews finalists	President selects finalist to be offered employment

Notes: The above references are to work (duty) days.  
Actual time necessary to conduct search may be less because some steps may be performed concurrently.

## SUMMARY OF STANDARD PROCEDURE WITH MODEL TARGET DATES

No. Days Allowed To Complete	Day Number	Action Number	Description Of Action To Be Taken
			<b><i>Stage 1 – Search Approval</i></b>
Anytime	--	1.	Originator (Dept. Chair) submits job search request (Form HP1) with job description input form (HP2) to Vice President (VP) through dean / immediate supervisor.
Anytime	--	2.	Dean / supervisor considers HP1 and HP2; meets with Originator about job description content and tries to resolve differences about content; if approves search, then forwards HP1 and HP2 to VP.
Anytime	1	3.	VP reviews HP1 and HP2; if approves, then forwards same to the Vice President of Finance and Administration, who then forwards it to the Associate Vice President of Human Resources (HR).
5 from action 3	6	4.	HR forwards HP1 and HP2, together with his/her recommendation (on HP3) for or against, to President.
5 from action 4	11	5.	President grants preliminary approval to conduct search on form HP3, and returns HP3 to HR.
2 from action 5	13	6.	HR sends preliminary approval for search notice (HP4) to VP and Affirmative Action Officer (AAO). HP4 also proposes date to meet about job description and job announcement content (and hopefully also advertisement plan).
Before action 11; <i>not required</i>		7.	HR and/or AAO send(s) vacancy announcement input form (HP5) to VP and each other, to state views, suggestions, comments concerning draft job announcement.
Before action 11		8.	VP and/or AAO sends advertisement plan input (HP8) to HR and each other, to state with whom advertisements should be placed.
3 after action 6	16	9.	VP and/or AAO call HR if cannot meet on date proposed on HP4 (in action 6).
4 after action 6	17	10.	HR again notifies (reminds) VP and AAO of meeting date, using HP6.
7 after action 5	18	11.	VP, HR, and AAO meet to discuss and finalize job description and job announcement (and advertisement plan). If necessary, second meeting held to discuss and finalize advertisement plan.
9 after action 5	20	12.	HR sends to President request for final approval of job search being conducted (HP10), and attaches completed forms HP7 (re finalized job description and announcement) and HP9 (re finalized advertisement plan).
5 after action 12	25	13.	President approves or denies request for final approval of search. If request granted, then returns HP10 to HR. Proceed to action 14 if approval granted.
2 after action 13	27	14.	HR notifies VP that approval granted (HP11). Also sends copy of HP11 to all persons entitled to submit nominations for search committee members.
			<b><i>Stage 2 – Recruitment of Applicants</i></b>

<b>No. Days Allowed To Complete</b>	<b>Day Number</b>	<b>Action Number</b>	<b>Description Of Action To Be Taken</b>
2 after action 13	27	15.	HR proposes search timetable to the President (HP12), using model timetable as guide.
5 after action 15	30	16.	Proposed search is approved or approved with modifications via return of HP12 to HR.
4 after action 16	34	17.	HR places on web site job announcement, application instructions, application, declaration form, and initial data re number of applications for job received thus far.
4 after action 16	34	18.	HR orders advertisements (of job announcement) in newspapers, journals, magazines, etc.
4 after action 16	34	19.	HR sends job announcement to designated organizations, colleges and universities, associations, etc.
			<b>Stage 3 – Search Committee Formation</b>
Before action 23; <i>not required</i>		20.	For teaching faculty job, the President asks campus / center directors to submit joint nomination(s) for search committee members.
4 after action 16	34	21.	HR requests from CCSN Training Certification Officer the most recent roster of persons trained to be search committee members (HP13), or verifies that HR already has such. HR sends most recent roster to the President.
10 after action 13	35	22.	Personnel entitled to submit nominations for search committee members do so via search committee nomination form HP14.
10 after action 13	35	23.	If asked to do so, campus / center directors submit joint nomination(s).
5 after action 23	40	24.	President or designee selects search committee members and chairperson, and informs HR of selections via form HP15,
2 after action 24	42	25.	HR informs persons of their selection as search committee chairperson or member (HP16); also informs VP via HP16.
3 after action 25	45	26.	HR sends orientation package to search committee members.
			<b>Stage 4 – Receipt of Applications</b>
2 after application received		27.	HR sends to each applicant an acknowledgement of application receipt (HP17), indicating requisite application materials that have not yet been received.
Periodically		28.	HR periodically, as time permits, sends to each applicant form letter HP18, stating what necessary application materials have not yet been received (if any).
Bi-weekly / periodically		29.	HR periodically sends to search committee members interim reports listing the names of all persons who have thus far applied for the relevant job (HP19).
Immediate		30.	Search committee member identifying relative's name on HP19 notifies the President of such (via HP22).
2 after application deadline	1	31,	HR sends to search committee members final report of applicant names (HP20), that lists all timely applicants.

<b>No. Days Allowed To Complete</b>	<b>Day Number</b>	<b>Action Number</b>	<b>Description Of Action To Be Taken</b>
Immediate	1	32,	Search committee member identifying relative's name on HP20 notifies the President of such (via HP22).
2 after action 31	3	33.	Search committee member not identifying relative's name on HP20 sends completed form HP22 to committee chairperson.
			<b><i>Stage 5 – Search Committee Certification</i></b>
2 after action 31	3	34.	HR reminds search committee members of obligation to complete form HP22, and asks that if member has not already done so, to please do so and send the form to the proper person.
3 after action 31	4	35.	Search committee members who have not already done so, submit certification form HP22.
4 after action 31	5	36.	Search committee chairperson ("Chairperson") sends to HR certification (HP23) that all members are properly certified (as evidenced by attached form HP22s).
			<b><i>Stage 6 – Search Committee Applicant Screening</i></b>
2 after application deadline	1	37.	HR sends to Chairperson form HP24, containing a list of all timely applicants by name and applicant number.
5 after action 31	6	38.	Chairperson reviews applications and, using HP24, records his/her opinions as to whether or not each applicant is "clearly qualified," "clearly not qualified," or "not clearly qualified."
1 after action 36	6	39.	Chairperson schedules first committee meeting.
5 after action 36	10	40.	During first search committee meeting, committee members review Chairperson's HP24, and using HP25 verify their agreement or disagreement as to which applicants are and are not minimally qualified for the job. HP24 is then submitted to HR.
5 after action 36	10	41.	During first meeting, search committee adopts pre-approved scoring instrument(s) or refines scoring instrument(s) in consultation with Monitor.
		42.	HR notifies applicants listed on HP24 as "clearly not qualified" that they will no longer be considered further for the vacancy.
9 after action 36	14	43.	If search committee desires to use new or revised written questionnaire to applicants, then approval requested by submitting HP26 to HR, with copies to AAO and Monitor.
3 after action 43	17	44.	Approval to use proposed questionnaire granted via HP27.
	15	45.	Search committee requests approval to use new or different interview questions, by submitting HP28 to AAO and Monitor.
	18	46.	Monitor approves new or different interview questions (HP29).
On or before action 50	11-20	47.	During second and subsequent meetings (and possibly also first meeting), search committee conducts secondary screening of applicants. Upon the conclusion of each meeting during which applicants were eliminated from further consideration, the Chairperson shall submit to HR form HP30, listing those applicants who have been "cut" from the field under

<b>No. Days Allowed To Complete</b>	<b>Day Number</b>	<b>Action Number</b>	<b>Description Of Action To Be Taken</b>
			consideration.
Within 5 days		48.	HR notifies the applicants listed on HP30 that they have been eliminated from further consideration for the vacancy.
Within 5 days / bi-weekly		49.	HR updates its web site data to indicate the search committee's progress and to re-state the number of applicants still under consideration.
19 after action 37	20	50.	Search committee decides which applicants will be invited for interview, and informs HR of such through form HP31.
3 after action 50	23	51.	Interviews are scheduled; persons are invited for interview by phone, and written confirmation of the interview time, place, etc., together with other helpful materials, are mailed to applicants. HR notifies Final Search Committee members of the date and times that the search committee will be interviewing.
34 after action 31	35	52.	Search committee interviews are conducted.
34 after action 31	35	53.	Search committee decides upon finalists, and states their names, strengths, and weaknesses, on form HP32. The Chairperson signs HP32 and delivers it to the Final Search Committee, with a copy to HR.
			<b>Stage 7 – Finalist Selection</b>
Same day or next day after action 53	35	54.	Final Search Committee interviews finalists.
2 after action 54	37	55.	VP recommends finalist to President.
4 days after action 54	39	56.	President secures additional insight from other Final Search Committee members, to extent he/she deems appropriate.
5 days after action 56	44	57.	President selects finalist and conveys his selection to HR via HP33.
9 days after action 53	44	58.	Search committee chairperson and Final Search Committee return all search records to HR, for proper filing.
2 days after action 57	46	59.	HR makes offer of employment.
3 days after action 59	ASAP, usually 49	60.	HR informs, via HP34, search committee members which finalist(s) was/were offered employment and which finalist accepted the offer of employment. HR also states anticipated date when finalist will begin work at CCSN.
4 days after action 59	ASAP, usually 50	61.	HR updates web site data regarding search data and progress.
4 days	ASAP,	62.	HR submits to the President a report (HP35) showing how well

<b>No. Days Allowed To Complete</b>	<b>Day Number</b>	<b>Action Number</b>	<b>Description Of Action To Be Taken</b>
after action 59	normally 50		CCSN did, or did not, complete the search on time, consistent with the previously approved search timetable.

## **FORMS**

<u>Form No.</u>	<u>Form Name</u>	<u>Stage</u>	<u>Step</u>
Form HP1	Job Search Request	1	a
Form HP2	Job Search Recommendation	1	b
Form HP3	Job Description Input	1	a
Form HP4	Preliminary Approval Notice	1	c
Form HP5	Vacancy Announcement Input	1	d
Form HP6	Notice Of Conference	1	d
Form HP7	Job Description / Announcement Finalization	1	d
Form HP8	Advertisement Plan Input	1	e
Form HP9	Advertisement Plan	1	e
Form HP10	Job Search Final Approval	1	f
Form HP11	Final Approval Notice	1	f
Form HP12	Search Timetable	2	a
Form HP13	Roster of Persons Trained	3	a
Form HP14	Search Committee Nomination	3	b
Form HP15	Search Committee Selection	3	c
Form HP 16	Search Committee Appointment Notice	3	d
Form HP17	Acknowledgement Of Application Receipt	4	a
Form HP18	Letter Regarding Application Completeness	4	b

<u>Form No.</u>	<u>Form Name</u>	<u>Stage</u>	<u>Step</u>
Form HP19	Interim Report Of Applicant Names	4	c
Form HP20	Final Report Of Applicant Names	4	d
Form HP21	Certification Requirement Reminder	5	a
Form HP22	Training And Impartiality Certification	5	b
Form HP23	Search Committee Certification	5	c
Form HP24	Chairperson Initial Applicant Screening List	6	a
Form HP25	Committee Initial Applicant Screening List	6	c
Form HP26	Request For Questionnaire Approval	6	e
Form HP27	Questionnaire Approval	6	e
Form HP28	Interview Questions Approval Request	6	g
Form HP29	Interview Questions Approval	6	g
Form HP30	Applicants Eliminated From Consideration	6	h
Form HP31	Persons To Be Interviewed Report	6	h
Form HP32	Search Committee Finalists Report	6	l
Form HP33	Person To Be Offered Employment	7	c
Form HP34	Person Offered Employment	7	d
Form HP35	Search Timetable Success Report	7	d

## FORM HP1 - JOB SEARCH REQUEST

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**PART 1 - REQUEST** (The Dean completes this Part 1, and forwards the form through the Vice President.)

It is requested that a job search be conducted to solicit applications for the following position of employment:

- Existing position: \_\_\_\_\_
- Proposed new position: \_\_\_\_\_

An individual needs to be employed in the foregoing position beginning:

- Fall Semester                                       Summer Term                                       Spring Semester
- As soon as possible                                       On or about \_\_\_\_\_

The foregoing position needs to be filled because: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Submitted by: \_\_\_\_\_ Approved by: \_\_\_\_\_  
Dean/Supervisor                                      Vice President      Date: \_\_\_\_\_

Note: Form HP3 - Job Description Input must be completed and attached to this Form HP1.

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**PART 2 – VICE PRESIDENT OF FINANCE AND ADMINISTRATION** (The V.P. of Finance & Administration completes this Part.)

The above request has been reviewed with regard to budgetary considerations, and is:

Approved by: \_\_\_\_\_ Not approved by: \_\_\_\_\_  
V.P. of Finance & Admin.                                      V.P. of Finance & Admin.  
Date: \_\_\_\_\_                                      Date: \_\_\_\_\_

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**PART 3 - HUMAN RESOURCES OFFICE PROCESSING** (The Human Resources Office completes this Part 3.)

Request No. \_\_\_\_\_ Date HR Office received this form: \_\_\_\_\_

Comments: \_\_\_\_\_

Submitted by: \_\_\_\_\_ Date this form submitted to President: \_\_\_\_\_  
Assoc. VP of HR

Note: The Assoc. VP of Human Resources must attach a completed Form HP3 - Job Search Recommendation to this Form HP1.

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**PART 4 - APPROVAL** (The President completes this Part 4, and then returns the form to the Assoc. VP of Human Resources.)

The above request:  is preliminarily approved     is denied     otherwise responded to - see below

Comments: \_\_\_\_\_  
\_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
President

**FORM HP2 - JOB DESCRIPTION INPUT**

(The original plus one copy of this form is to be submitted. Please include attachments with both the original and the copy.)

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

With respect to the above existing or proposed position of employment, my understandings, opinions, and/or recommendations with respect to the job description for the position are as follows:

- G The attached job description for the position has been previously approved in writing by the Human Resources Office and does not need to be updated, revised, or otherwise modified.
- G The attached job description for the position has been previously approved in writing by the Human Resources Office, but needs to be updated, revised, or otherwise modified. The modifications which need to be made are:
  - G indicated on the attached, previously approved job description.
  - G listed on the attached sheet(s).
  - G as described in the comments below.
- G The position of employment is new, or to my knowledge the Human Resources Office has not in writing approved a job description for the position. Accordingly, I have:
  - G attached a new, proposed draft job description for your consideration.
  - G attached a previously existing, but to my knowledge not previously approved, job description and indicated thereon the modifications which would render the job description accurate and up to date.
  - G attached a previously existing, but to my knowledge not previously approved, job description and indicated, either below or on additional sheet(s) attached, what modifications which would render the job description accurate and up to date.

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Vice President

Request No. \_\_\_\_\_ Date HR Office received this form: \_\_\_\_\_  
(HR inserts this no.)

**FORM HP3 - JOB SEARCH RECOMMENDATION**

**PART 1 - RECOMMENDATION** (The Assoc. VP of H.R. completes this Part 1, and forwards the form to the President.)

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT:

Upon a review of the attached Form HP1-Job Search Request, my recommendation is as follows:

- The requested job search is recommended.
- The requested job search is not recommended.
- Additional information is needed.
- Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments:

I need to talk with you about this job search request.  yes  no

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

**PART 2 - APPROVAL** (The President completes this Part 2, and then returns the form to the Assoc. VP of Human Resources.)

The above recommendation is:  approved  is denied  otherwise responded to - see below

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
President

(NOTE: on-line system incorporates HP 4 into HP 6)

**FORM HP4 – PRELIMINARY APPROVAL NOTICE**

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE VICE PRESIDENT OF \_\_\_\_\_:

This is to notify you that the request for a job search to be conducted for the above position of employment has been:

- G      preliminarily approved by the President.
- G      denied by the President.
- G      reviewed by the President, and otherwise responded to.  
Comments: \_\_\_\_\_

If the above box indicating preliminary approval by the President has been marked, then please note the following:

(1) A copy of *Form HP1*, *Form HP3* (with attachments), and this *Form HP4* has been sent to the Affirmative Action Officer for his/her review.

(2) The next step in the hiring procedure is for us to confer together about the job description and job announcement, so that each of us may present any comments or suggestions for change and endeavor to reach agreement on a final job description and final job announcement (advertisement). The persons that need to participate in our meeting are you, the Affirmative Action Officer, and the Associate Vice President of Human Resources. You are also welcome to invite to join us the "originator" of *Form HP1* if that individual may be helpful in addressing any concerns that may exist or develop. Prior to our meeting the Affirmative Action Officer may choose to send to you (with copy to the Associate Vice President of Human Resources ) questions, suggestions, or comments via *Form HP5 – Vacancy Announcement Input*. The Associate Vice President of Human Resources may also send to you (with copy to the Affirmative Action Officer) *Form HP5*, with suggestions for change, comments, or questions, so as to hopefully make our meeting more productive and efficient.

(3) The tentative date, time, and place for us to meet is: Date - \_\_\_\_\_  
Time - \_\_\_\_\_  
Place - \_\_\_\_\_

If this date, time, and place is not possible, then within the next three days please contact me to arrange for a different date, time, or place.

(4) Please also note that during this same meeting (or, if necessary, a future meeting) we will need to discuss the details of our "Advertisement Plan." In this regard, please complete, and forward to me and the Affirmative Action Officer as soon as possible, *Form HP8 – Advertisement Plan Input*.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

**FORM HP5 - VACANCY ANNOUNCEMENT INPUT**

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**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE VICE PRESIDENT OF \_\_\_\_\_  
AND ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES:

With respect to the above existing or proposed position of employment, my suggestions (or questions) as to what earned degrees, diplomas, other evidences of formal academic training, work experience, licenses, training or experience in field, special abilities, or other job-related characteristics should or should not be listed in the vacancy announcement as required or preferred, together with the reasons for (or questions about) each such qualification being established or not established for the employment position, are as follows:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

(NOTE: HP6 is incorporated in the on-line systems as an email notification)

**FORM HP6 – NOTICE OF CONFERENCE**

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE VICE PRESIDENT OF \_\_\_\_\_  
AND AFFIRMATIVE ACTION OFFICER:

G We are scheduled (or rescheduled) to meet about the above job search as follows:

Date - \_\_\_\_\_

Time - \_\_\_\_\_

Place - \_\_\_\_\_

G The purpose of our meeting is to discuss and finalize a job description and job announcement for the above job search. We may also discuss during our meeting what should be included in the Advertisement Plan.

G The purpose of our meeting is to discuss what should be included in the Advertisement Plan.

Comments:

Submitted by: \_\_\_\_\_  
Associate Vice President of Human Resources

Date: \_\_\_\_\_

**FORM HP7 – JOB DESCRIPTION / ANNOUNCEMENT FINALIZATION**

**PART 1 - RECOMMENDATION** (The Associate VP of H.R. completes this Part 1, and then submits the form to the President.)

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT:

Having conferred with the Affirmative Action Officer, the relevant Vice President, and such other Division personnel that the Vice President invited to meet with us, an appropriate job description and job announcement are attached to this form and recommended for your consideration.

The attached job description:

- has been previously approved in writing by the Human Resources Office and did not need to be updated, revised, or otherwise modified.
- has been previously approved in writing by the Human Resources Office but needed to be updated, revised, or otherwise modified.
- was developed by starting with a previously existing but not approved job description, and has been appropriately updated, revised, or otherwise modified.
- is new, in that the position of employment is new.

The attached job announcement:

- does not contain any minimum or preferred qualifications besides those specified in the job description.
- does contain one or more preferred qualifications, besides those specified in the job description. I believe this to be appropriate because: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

**PART 2 - APPROVAL** (The President completes this Part 2, and then returns the form to the Assoc. VP of Human Resources.)

The above recommendation is:  approved  is denied  otherwise responded to - see below

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
President

**FORM HP8 – ADVERTISEMENT PLAN INPUT**

**PART 1 - RECOMMENDATION** (The Associate VP of H.R. completes this Part 1, and then submits the form to the President.)

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

It is recommended that the job announcement for the above-stated position of employment be placed in the following newspapers, periodical, journals, and publications the number of times stated and/or for the dates of publication indicated:

(Attach additional sheets as necessary.)

	<u>Publication</u>	<u>Issue Preferred</u>	<u>Deadline Date For Submitting Ad.</u>	<u>Web Site Address And Telephone Number</u>
G	Chronicle of Higher Education	_____	_____	_____
G	Hispanic Outlook	_____	_____	_____
G	Black Issues in Higher Education	_____	_____	_____
G	Local newspaper(s)	_____	_____	_____
G	Newspaper with State or regional coverage	_____	_____	_____
G	_____	_____	_____	_____
		Cost: _____		
G	_____	_____	_____	_____
		Cost: _____		
G	Other organizations, associations, clubs, unions, educational institutions, shops, and internet job sites: _____			

Note: The job announcement will, for nationwide recruitment, also routinely be sent to over 60 institutions that are included on a Human Resources Office list as being historically or predominantly black or as otherwise fostering the employment of females, disabled persons, other protected groups, or Veterans. The job announcement will be posted on the CCSN Human Resources Office website, at Human Resources Office bulletin boards on all CCSN campuses, centers, and instructional sites.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP9 – ADVERTISEMENT PLAN**

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**PART 1 - RECOMMENDATION** (The Associate VP of H.R. completes this Part 1, and then submits the form to the President.)

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT:

Having conferred with the relevant Vice President and other appropriate CCSN personnel, the following Advertisement Plan set forth below and/or attached to this form is recommended for your consideration.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

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**PART 2 - APPROVAL** (The President completes this Part 2, and then returns the form to the Assoc. VP of Human Resources.)

The above recommendation is:  approved  is denied  otherwise responded to - see below

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
President

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP10 - JOB SEARCH FINAL APPROVAL**

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**PART 1 - RECOMMENDATION** (The Assoc. VP of H.R. completes this Part 1, and forwards the form to the President.)

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT:

With respect to the above existing or proposed position of employment and job search request, as to which you previously granted preliminary approval:

It is recommended that you grant final approval for the job search to proceed.

Other: \_\_\_\_\_

Copies of the relevant job description, job (vacancy) announcement, and Advertisement Plan are attached for your information.

Comments:

I need to talk with you about this matter.  yes  no

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Human Resources Officer

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**PART 2 - APPROVAL** (The President completes this Part 2, and returns the form to the Assoc. VP of Human Resources.)

The above request:  is approved  is denied  otherwise responded to - see below

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

President

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01/03/05

**FORM HP11 – FINAL APPROVAL NOTICE**

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE VICE PRESIDENT OF \_\_\_\_\_:

This is to notify you that the request for a job search to be conducted for the above position of employment has:

- received final approval by the President. A copy of the approved job description and job announcement are attached.
- not received final approval by the President.

Comments: \_\_\_\_\_

If the box above indicating the President's final approval is marked, then CCSN will proceed to recruit applicants and form a search committee. A target timetable by which the search procedure is to be completed will soon be developed, and upon approval will be forwarded to you for your information. Thank you for your work in assisting the College to complete "Stage 1" of the *Hiring Procedure*.

TO PERSONS ENTITLED TO NOMINATE PERSONS TO THE SEARCH COMMITTEE FOR THIS JOB:

Please submit to the Special Assistant to the President your nomination(s) for search committee members, and do so as soon as possible using *Form HP14 – Search Committee Nomination* form.

DISTRIBUTION:

This Notice has been sent to the relevant Vice President and the potential nominators marked below.

For Academic Faculty Position

Nomination(s) submitted by:

- Affirmative Action Officer      1 nomination
- Department Chair                      1 nomination (Nominee must be selected from the Department with the vacancy)
- Division Dean                            1 nomination (Nominee must be selected from the Department with the vacancy)
- Faculty Senate Chair                    1 nomination (Nominee must be selected from the Department with the vacancy)
- VP for Academic Affairs                1 nomination

For Administrative Faculty Position

Nomination(s) submitted by:

- Affirmative Action Officer      1 nomination
- Classified Council President    1 nomination
- Faculty Senate Chair                1 nomination
- President or designee                2 or more nominations

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

FORM HP12 – SEARCH TIMETABLE

Job Search No. \_\_\_\_\_

Existing / Proposed Position: \_\_\_\_\_

TO THE PRESIDENT:

This is to recommend that you approve, for the above position of employment and job search, the proposed search timetable attached to this form.

G The proposed timetable is derived from the standard model timetable set forth in the CCSN Hiring Procedure Chart B - Summary of Standard Procedure With Model Target Dates. There are no deviations in the proposed timetable from the Chart B target dates that would extend the completion of the search process beyond the number of days projected in the "target date" column of Chart B.

G The proposed timetable is generally derived from the standard model timetable set forth in the CCSN Hiring Procedure Chart B - Summary of Standard Procedure With Model Target Dates. However, there are some deviations in the proposed timetable from the Chart B target dates that may or would extend the completion of the search process beyond the number of days projected in the "target date" column of Chart B. These proposed deviations, together with justification, are listed below:

G \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

G \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

G \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

**PART 2 - APPROVAL** (The President completes this Part 2, and returns the form to the Associate Vice President of Human Resources.)

The above request: G is approved G is denied G approved with the modifications indicated.

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
President

**SUMMARY OF STANDARD PROCEDURE WITH MODEL TARGET DATES**

Model No. Days Allowed To Complete	Proposed No. Days Allowed To Complete	Model Day No.	Proposed Day No.	Action No.	Description Of Action To Be Taken
					<b>Stage 1 – Search Approval</b>
Anytime		--		1.	Originator submits job search request (Form HP1) with job description input form (HP2) to Vice President (VP) through dean / immediate supervisor.
Anytime		--		2.	Dean and/or other participants considers HP1 and HP2; meets with Originator about job description content and tries to resolve differences about content; if approves search, then forwards HP1 and HP2 to VP.
Anytime		1		3.	VP reviews HP1 and HP2; if approves, then forwards same to Associate Vice President of Human Resources (HR).
5 from action 3		6		4.	HR forwards HP1 and HP2, together with his/her recommendation (on HP3) for or against, to President.
5 from action 4		11		5.	President grants preliminary approval to conduct search on form HP3, and returns HP3 to HR.
2 from action 5		13		6.	HR sends preliminary approval for search notice (HP4) to VP. and Affirmative Action Officer (AAO). HP4 also proposes date to meet about job description and job announcement content (and hopefully also advertisement plan).
Before action 11; <i>not required</i>				7.	HR and/or AAO send(s) vacancy announcement input form (HP5) to VP and each other, to state views, suggestions, comments concerning draft job announcement.
Before action 11				8.	VP and/or AAO sends advertisement plan input (HP8) to HR and each other, to state with whom advertisements should be placed.
3 after action 6		16		9.	VP and/or AAO call HR if cannot meet on date proposed on HP4 (in action 6).
4 after action 6		17		10.	HR again notifies (reminds) VP and AAO of meeting date, using HP6.
7 after action 5		18		11.	VP, HR, and AAO meet to discuss and finalize job description and job announcement (and advertisement plan). If necessary, second meeting held to discuss and finalize advertisement plan.
9 after action 5		20		12.	HR sends to President request for final approval of job search being conducted (HP10), and attaches

<b>Model No. Days Allowed To Complete</b>	<b>Proposed No. Days Allowed To Complete</b>	<b>Model Day No.</b>	<b>Proposed Day No.</b>	<b>Action No.</b>	<b>Description Of Action To Be Taken</b>
					completed forms HP7 (re finalized job description and announcement) and HP9 (re finalized advertisement plan).
5 after action 12		25		13.	President approves or denies request for final approval of search. If request granted, then returns HP10 to HR. Proceed to action 14 if approval granted.
2 after action 13		27		14.	HR notifies VP that approval granted (HP11). Also sends copy of HP11 to all persons entitled to submit nominations for search committee members.
					<b>Stage 2 – Recruitment of Applicants</b>
2 after action 13		27		15.	HR proposes search timetable to the President (HP12), using model timetable as guide.
5 after action 15		30		16.	Proposed search is approved or approved with modifications via return of HP12 to HR.
4 after action 16		34		17.	HR places on web site job announcement, application instructions, application, declaration form, and initial data re number of applications for job received thus far.
4 after action 16		34		18.	HR orders advertisements (of job announcement) in newspapers, journals, magazines, etc.
4 after action 16		34		19.	HR sends job announcement to designated organizations, colleges and universities, associations, etc.
					<b>Stage 3 – Search Committee Formation</b>
Before action 23; <i>not required</i>				20.	Nomination(s) for search committee members are made in accordance with policy and procedures.
4 after action 16		34		21.	HR provides the most recent roster of persons trained to be search committee members (HP13), or verifies that HR already has such. HR sends most recent roster to the President.
10 after action 13		35		22.	Personnel entitled to submit nominations for search committee members do so via search committee nomination form HP14.
10 after action 13		35		23.	If asked to do so, campus / center directors submit joint nomination(s).
5 after action 23		40		24.	President or designee selects search committee members and chairperson, and informs HR of selections via form HP15,
2after action 24		42		25.	HR informs persons of their selection as search committee chairperson or member (HP16); also informs VP via HP16.
3 after action 25		45		26.	HR sends orientation package to search committee members.

<b>Model No. Days Allowed To Complete</b>	<b>Proposed No. Days Allowed To Complete</b>	<b>Model Day No.</b>	<b>Proposed Day No.</b>	<b>Action No.</b>	<b>Description Of Action To Be Taken</b>
					<b>Stage 4 – Receipt of Applications</b>
2 after application received				27.	HR sends to each applicant an acknowledgement of application receipt (HP17), indicating requisite application materials that have not yet been received.
Periodically				28.	HR periodically, as time permits, sends to each applicant form letter HP18, stating what necessary application materials have not yet been received (if any).
Bi-weekly / periodically				29.	HR periodically sends to search committee members interim reports listing the names of all persons who have thus far applied for the relevant job (HP19).
Immediate				30.	Search committee member identifying relative's name on HP19 notifies the President of such (via HP22).
2 after application deadline		1		31,	HR sends to search committee members final report of applicant names (HP20), that lists all timely applicants.
Immediate		1		32,	Search committee member identifying relative's name on HP20 notifies the President of such (via HP22).
2 after action 31		3		33.	Search committee member not identifying relative's name on HP20 sends completed form HP22 to committee chairperson.
					<b>Stage 5 – Search Committee Certification</b>
2 after action 31		3		34.	HR reminds search committee members of obligation to complete form HP22, and asks that if member has not already done so, to please do so and send the form to the proper person.
3 after action 31		4		35.	Search committee members who have not already done so, submit certification form HP22.
4 after action 31		5		36.	Search committee chairperson ("Chairperson") sends to HR certification (HP23) that all members are properly certified (as evidenced by attached form HP22s).
					<b>Stage 6 – Search Committee Applicant Screening</b>
2 after application deadline		1		37.	HR sends to Chairperson form HP24, containing a list of all timely applicants by name and applicant number.
5 after action 31		6		38.	Chairperson reviews applications and, using HP24, records his/her opinions as to whether or not each applicant is "clearly qualified," "clearly not qualified," or "not clearly qualified."
1 after		6		39.	Chairperson schedules first committee meeting.

<b>Model No. Days Allowed To Complete</b>	<b>Proposed No. Days Allowed To Complete</b>	<b>Model Day No.</b>	<b>Proposed Day No.</b>	<b>Action No.</b>	<b>Description Of Action To Be Taken</b>
action 36					
5 after action 36		10		40.	During first search committee meeting, committee members review Chairperson's HP24, and using HP25 verify their agreement or disagreement as to which applicants are and are not minimally qualified for the job. HP24 is then submitted to HR.
5 after action 36		10		41.	During first meeting, search committee adopts pre-approved scoring instrument(s) or refines scoring instrument(s) in consultation with Monitor.
				42.	HR notifies applicants listed on HP24 as "clearly not qualified" that they will no longer be considered further for the vacancy.
9 after action 36		14		43.	If search committee desires to use new or revised written questionnaire to applicants, then approval requested by submitting HP26 to HR, with copies to AAO and Monitor.
3 after action 43		17		44.	Approval to use proposed questionnaire granted via HP27.
		15		45.	Search committee requests approval to use new or different interview questions, by submitting HP28 to AAO and Monitor.
		18		46.	Monitor approves new or different interview questions (HP29).
On or before action 50		11-20		47.	During second and subsequent meetings (and possibly also first meeting), search committee conducts secondary screening of applicants. Upon the conclusion of each meeting during which applicants were eliminated from further consideration, the Chairperson shall submit to HR form HP30, listing those applicants who have been "cut" from the field under consideration.
Within 5 days				48.	HR notifies the applicants listed on HP30 that they have been eliminated from further consideration for the vacancy.
Within 5 days / bi-weekly				49.	HR updates its web site data to indicate the search committee's progress and to re-state the number of applicants still under consideration.
19 after action 37		20		50.	Search committee decides which applicants will be invited for interview, and informs HR of such through form HP31.
3 after action 50		23		51.	Interviews are scheduled; persons are invited for interview by phone, and written confirmation of the interview time, place, etc., together with other helpful materials, are mailed to applicants. HR notifies Final Search Committee members of the date and times that the search committee will be interviewing.
34 after		35		52.	Search committee interviews are conducted.

<b>Model No. Days Allowed To Complete</b>	<b>Proposed No. Days Allowed To Complete</b>	<b>Model Day No.</b>	<b>Proposed Day No.</b>	<b>Action No.</b>	<b>Description Of Action To Be Taken</b>
action 31					
34 after action 31		35		53.	Search committee decides upon finalists, and states their names, strengths, and weaknesses, on form HP32. The Chairperson signs HP32 and delivers it to the Final Search Committee, with a copy to HR.
					<b>Stage 7 – Finalist Selection</b>
Same day or next day after action 53		35		54.	Final Search Committee interviews finalists.
2 after action 54		37		55.	VP recommends finalist to President.
4 days after action 54		39		56.	President secures additional insight from other Final Search Committee members, to extent he/she deems appropriate.
5 days after action 56		44		57.	President selects finalist and conveys his selection to HR via HP33.
9 days after action 53		44		58.	Search committee chairperson and Final Search Committee return all search records to HR, for proper filing.
2 days after action 57		46		59.	HR makes offer of employment.
3 days after action 59		ASAP or 49		60.	HR informs, via HP34, search committee members which finalist(s) was/were offered employment and which finalist accepted the offer of employment. HR also states anticipated date when finalist will begin work at CCSN.
4 days after action 59		ASAP or 50		61.	HR updates web site data regarding search data and progress.
4 days after action 59		ASAP or 50		62.	HR submits to the President a report (HP35) showing how well CCSN did, or did not, complete the search on time, consistent with the previously approved search timetable.

(NOTE: ROSTER OF PERSONS TRAINED IS INCORPORATED IN THE ON-LINE SYSTEMS AS A DROP DOWN MENU THAT CONTAINS PERSONS NAMES AND DEPTS.)

**FORM HP13 – ROSTER OF PERSONS TRAINED**

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TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

G Attached below is a complete roster of all CCSN employees who have successfully completed a CCSN workshop on fair and nondiscriminatory hiring practices at CCSN

This roster is up to date as of: \_\_\_\_\_

G Also indicated on attached sheet(s) is a listing of those persons who successfully completed the most recent CCSN workshop on fair and nondiscriminatory hiring practices at CCSN.

This most recent workshop was conducted on: \_\_\_\_\_

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
CCSN Human Resource Training Officer

**FORM HP14 - SEARCH COMMITTEE NOMINATION**

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT:

I / we nominate the following person(s) to serve as a member of the search committee for the above position of employment:

<u>Name</u>	<u>Position</u>	<u>Gender</u>	<u>Ethnicity</u>
_____	_____	_____	_____
_____	_____	_____	_____

(check one box in the applicable column below)

For Academic Faculty Position

Nomination(s) submitted by:

- Affirmative Action Officer    1 nomination
- Department Chair    1 nomination (Nominee must be selected from the Department with the vacancy)
- Division Dean    1 nomination (Nominee must be selected from the Department with the vacancy)
- Faculty Senate Chair    1 nomination (Nominee must be selected from the Department with the vacancy)
- VP for Academic Affairs    1 nomination

For Administrative Faculty Position

Nomination(s) submitted by:

- Affirmative Action Officer    1 nomination
- Classified Council President    1 nomination
- Faculty Senate Chair    1 nomination
- Vice President of the Area    1 nomination
- President or designee    2 nominations

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

**FORM HP15 - SEARCH COMMITTEE SELECTION**

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

The following persons are appointed to serve as members of the search committee for the above position of employment:

Name	Position	Gender	Ethnicity
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

The chairperson of the search committee shall be:

Name	Position	Gender	Ethnicity
_____	_____	_____	_____

Approved: \_\_\_\_\_  
President

Date: \_\_\_\_\_

**FORM HP16 - SEARCH COMMITTEE APPOINTMENT NOTICE**

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO: \_\_\_\_\_, Committee Chairperson  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member  
\_\_\_\_\_, Committee Member

Congratulations upon your appointment to the committee charged with conducting the search for the above position of employment. Attached for your information is CCSN Form HP15, listing your fellow search committee members.

Your chairperson will soon contact you in order to schedule the first committee meeting.

Thank you for your cooperation and service on this important committee.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

cc: Vice President

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 17 IS NOT USED ON THE ON-LINE SYSTEM, ONLY HP 18 IS USED)

**FORM HP17 – ACKNOWLEDGEMENT OF APPLICATION RECEIPT**

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Date

[Applicant Name]

[Applicant Address]

[Applicant City], [State] [Zip]

RE: [Position of Employment] vacancy  
Search No. [Job Search Request Number]

Dear [Dr./Mr./Ms.] [Applicant Last Name]:

Thank you for applying for the above-referenced position of employment with the Community College of Southern Nevada.

Please note that, in order for your application to be considered, your complete application materials must be received by [Application Deadline Date]. The items marked below are needed to complete your application materials:

\_\_\_\_\_ Cover letter

\_\_\_\_\_ CCSN Application

\_\_\_\_\_ Resume

\_\_\_\_\_ Names, addresses, and telephone numbers of five professional references having knowledge of your work experience

\_\_\_\_\_ Unofficial (or official) transcripts (with degrees posted) from each accredited college or university attended. (Finalist must provide official transcripts prior to employment.)

\_\_\_\_\_ All of the necessary application materials have been received

Thank you for your interest in potential employment with the Community College of Southern Nevada. The search (screening) committee will soon begin reviewing the applications received. Information about the number of applications received and the committee's progress will be also be available at [web site address].

Sincerely yours,

Human Resources Office

01/03/05

**FORM HP18 – LETTER REGARDING APPLICATION COMPLETENESS**

Date

[Applicant Name]

[Applicant Address]

[Applicant City], [State] [Zip]

RE: [Position of Employment] vacancy  
Search No. [Job Search Request Number]

Dear [Dr./Mr./Ms.] [Applicant Last Name]:

This letter is to inform you about the extent to which your application materials are complete as of [Date]. Please note that, in order for your application to be considered, your complete application materials must be received by [Application Deadline Date]. The items marked below are still needed to complete your application materials:

\_\_\_\_\_ Cover letter

\_\_\_\_\_ CCSN Application

\_\_\_\_\_ Resume

\_\_\_\_\_ Names, addresses, and telephone numbers of five professional references having knowledge of your work experience

\_\_\_\_\_ Unofficial (or official) transcripts (with degrees posted) from each accredited college or university attended. (Finalist must provide official transcripts prior to employment.)

\_\_\_\_\_ All of the necessary application materials have been received

Thank you for your interest in potential employment with the Community College of Southern Nevada. Information about the number of applications received and the committee's progress will be also be available at [www.ccsn.edu](http://www.ccsn.edu).

Sincerely yours,

Human Resources Office













Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 21 IS INCORPORATED IN THE ON-LINE SYSTEM AS AN EMAIL  
NOTIFICATION)

**FORM HP21 – CERTIFICATION REQUIREMENT REMINDER**

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**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO SEARCH COMMITTEE MEMBERS:

This notice is to respectfully remind you to, if you have not already done so, complete *Form HP 22 – Training and Impartiality Certification*.

*Form HP22* is completed by reviewing *Form HP20 – Final Report of Applicant Names* (previously sent to you), to determine whether or not you are related, within the third degree by blood or marriage, or have a business, financial or personal relationship to any of the timely applicants for the above job.

If you have not already done so, then please immediately complete *Form HP22*.  
Thank you for your cooperation in this regard.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

01/03/05

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP22 – TRAINING AND IMPARTIALITY CERTIFICATION**

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Job Search No. \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO SEARCH COMMITTEE CHAIRPERSON

FROM: \_\_\_\_\_, Search Committee Member

DATE: \_\_\_\_\_

I hereby certify that the items marked below are true to the best of my knowledge and belief:

Impartiality Certification

1.     G     I have reviewed *Form HP20 – Final Report of Applicant Names*, and determined that to the best of my knowledge and belief **I am not related**, within the third degree by blood or marriage to any of the applicants listed on that form. I also confirm that I do not have, a business, financial or personal relationship with any of the applicants listed on that form.
  
2.     G     I have reviewed *Form HP20 – Final Report of Applicant Names*, and determined that to the best of my knowledge and belief **I am related**, within the third degree by blood or marriage, to the following applicant listed on that form: \_\_\_\_\_.  
I do have a business, financial or personal relationship with the following applicant listed on that form: \_\_\_\_\_.

Training Certification

3.     G     I **have previously attended** a CCSN workshop that provided training on fair and nondiscriminatory employment practices. I also received written certification of having completed the workshop.
  
4.     G     I **have not previously attended** a CCSN workshop that provided training on fair and nondiscriminatory employment practices.

*Note: If item "2" or "4" above is marked, then immediately return this form to the President. Otherwise, please return this form to the chairperson of your search committee.*

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Search Committee Member

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**(NOTE: HP 23 IS INCORPORATED IN THE ON-LINE SYSTEM AS PART OF THE  
SEARCH CHAIRPERSON'S INITIAL REVIEW OF THE APPLICANTS)  
FORM HP23 – SEARCH COMMITTEE CERTIFICATION**

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**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

This is to certify whether or not each and every member of the search committee for the above position of employment has returned to me *Form HP22 – Training and Impartiality Certification* and certified therein that (1) he or she has successfully completed a workshop providing training on fair and nondiscriminatory employment practices, (2) is not related, within the third degree of blood or marriage, and (3) does not have a business, financial or personal relationship to any timely applicant for the above job whose name was listed on *Form HP20 – Final Report of Applicant Names*. Specifically:

G Attached is a *Form HP22* from each search committee member indicating that he or she (1) has successfully completed a workshop providing training on fair and nondiscriminatory employment practices, (2) is not related, within the third degree of blood or marriage, and (3) does not have a business, financial or personal relationship to any timely applicant for the above job whose name was listed on *Form HP20 – Final Report of Applicant Names*.

G Attached is a *Form HP22* from each original search committee member who was not replaced plus each replacement search committee member indicating that he or she (1) has successfully completed a workshop providing training on fair and nondiscriminatory employment practices, (2) is not related, within the third degree of blood or marriage, and (3) does not have a business, financial or personal relationship to any timely applicant for the above job whose name was listed on *Form HP20 – Final Report of Applicant Names*.

G Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.







Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Search Committee Chairperson

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 25 IS INCORPORATED IN THE ON-LINE SYSTEM THROUGH APPLICANT STATUS CHANGES)

**FORM HP25 – COMMITTEE INITIAL APPLICANT SCREENING LIST**

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**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

We, the members of the search committee, have reviewed CCSN Form HP24 as submitted to us by our Chairperson. The majority of us agree with the Chairperson's classification of all applicants as clearly possessing the minimum qualifications stated in the job announcement (column "Yes"), clearly not possessing the minimum qualifications (column "No"), or possibly but not clearly having the minimum qualifications (column "Unclear"), with the exception of those applicants listed below. In those instances in which we have concluded that it is presently impossible or difficult to ascertain whether an applicant is minimally qualified for the job, we will assume for the moment that the applicant is minimally qualified, subject to later elimination from further consideration upon secondary review.

The applicants as to which a majority of the search committee have reached a classification conclusion differing from that of the Chairperson are:

No.	Name	Chairperson Classification (Yes/No/Unclear)	Committee Classification (Yes/No/Unclear)

\_\_\_\_\_  
Search Committee Member

\_\_\_\_\_  
Search Committee Member

\_\_\_\_\_

\_\_\_\_\_

Search Committee Member

Search Committee Member

\_\_\_\_\_  
Search Committee Chairperson

Date: \_\_\_\_\_

~~COMMUNITY COLLEGE OF SOUTHERN NEW JERSEY~~

(NOTE: HP 26 IS COMBINED WITH HP 27 IN THE ON-LINE SYSTEM)

**FORM HP26 REQUEST FOR QUESTIONNAIRE APPROVAL**

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

With respect to the search for the above existing or proposed position of employment, the search committee requests approval for the attached questionnaire to be sent to:

- G All minimally qualified, timely applicants.
- G All applicants who have made / will make a secondary cut so as to be within approximately the last \_\_\_\_\_ applicants.
- G Those applicants who have been / will be invited for interview.
- G Other: \_\_\_\_\_

If the search committee created the proposed (attached) questionnaire by making changes to a standardized questionnaire, then a copy of that standardized questionnaire is also attached for your information.

A copy of this request, with attachments, has also today been sent to the Affirmative Action Officer and the Monitor for their information and potential comment.

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Search Committee Chairperson

---

COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 26 IS COMBINED WITH HP 27 IN THE ON-LINE SYSTEM)

**FORM HP27 QUESTIONNAIRE APPROVAL**

---

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO SEARCH COMMITTEE CHAIRPERSON \_\_\_\_\_:

With respect to the search for the above existing or proposed position of employment, your request (a copy of which is attached) on behalf of the search committee to use a proposed written questionnaire has been considered. Your request is:

- G      Approved.
- G      Approved, with the modifications indicated on the attached sheet(s) or as explained below.
- G      Not approved.
- G      Other: \_\_\_\_\_

Comments:

Submitted by: \_\_\_\_\_  
Associate Vice President of Human Resources

Date: \_\_\_\_\_

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 28 IS COMBINED WITH HP 29 IN THE ON-LINE SYSTEM)  
**FORM HP28 INTERVIEW QUESTIONS APPROVAL REQUEST**

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**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE MONITOR:

With respect to the search for the above existing or proposed position of employment, the search committee requests approval to pose the attached questions to the applicants who are interviewed.

Explanations about how each question is reasonably related to the job and/or qualifications to perform the job are presented below and/or attached.

(check one of the boxes below)

- G A copy of this request, with attachments, has also today been sent to the Affirmative Action Officer and the Associate Vice President of Human Resources for their information and potential comment.
  
- G The Monitor has agreed to provide a copy of this request, with attachments, to the Affirmative Action Officer and the Associate Vice President of Human Resources for their information and potential comment.

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Search Committee Chairperson

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

(NOTE: HP 28 IS COMBINED WITH HP 29 IN THE ON-LINE SYSTEM)

**FORM HP29 INTERVIEW QUESTIONS APPROVAL**

---

**Job Search Request No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO SEARCH COMMITTEE CHAIRPERSON \_\_\_\_\_:

With respect to the search for the above existing or proposed position of employment, your request (a copy of which is attached) on behalf of the search committee to pose certain questions to those applicants who are interviewed has been considered. Your request is:

- G Approved.
- G Approved, with the modifications indicated on the attached sheet(s) or as explained below.
- G Not approved.
- G Other: \_\_\_\_\_

Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

01/03/05







**FORM HP31 – PERSONS TO BE INTERVIEWED REPORT**

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

**Date:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

The search committee for the above position of employment has concluded that the applicants listed below should be invited for interview before the committee:

No.	Name	Ethnicity	Gender

(check one box below)

- The search committee has not yet decided upon a preferred date and time for the interviews to occur.
- The search committee tentatively prefers for the interviews to occur on the following date and beginning at the time stated: \_\_\_\_\_

Comments:

\_\_\_\_\_  
Search Committee Chairperson

Date:\_\_\_\_\_

---

COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP32 – SEARCH COMMITTEE FINALIST REPORT**

---

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

Date: \_\_\_\_\_

TO THE FINAL INTERVIEW COMMITTEE:

The search committee for the above position of employment names as finalists, for your consideration, the applicants listed below.

No.	Name

The application materials of the above-listed finalists are attached for your information.

Strengths And Weaknesses

The consensus of the search committee regarding the respective strengths and weaknesses of the finalists are stated below and/or described on the attached sheet(s).

Note: A copy of this Form HP32 is also to be transmitted to the Director of Recruitment..

\_\_\_\_\_  
Search Committee Chairperson

Date:\_\_\_\_\_

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP33 – PERSON TO BE OFFERED EMPLOYMENT**

---

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE ASSOCIATE VICE PRESIDENT OF HUMAN RESOURCES:

With regard to the above position of employment, having received recommendations resulting from the search procedure and considered the matter, I have determined that the following applicant is to be offered employment:

G Beginning date of employment should be \_\_\_\_\_

G Beginning salary should be \_\_\_\_\_

G Contact (check one)  me  the President regarding salary and start date.

Comments

\_\_\_\_\_  
President

Date: \_\_\_\_\_

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP34 – PERSON OFFERED EMPLOYMENT**

---

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE SEARCH COMMITTEE MEMBERS:

With regard to the above position of employment, please be informed that the President offered the position of employment to the following finalist(s).

\_\_\_\_\_

- who accepted the offer of employment
- who declined the offer of employment

\_\_\_\_\_

- who accepted the offer of employment
- who declined the offer of employment

It is anticipated that the above individual will begin work at CCSN as of: \_\_\_\_\_

Comments

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

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COMMUNITY COLLEGE OF SOUTHERN NEVADA

**FORM HP35 – SEARCH TIMETABLE SUCCESS REPORT**

---

**Job Search No.** \_\_\_\_\_

**Existing / Proposed Position:** \_\_\_\_\_

TO THE PRESIDENT :

This is to report on the degree to which CCSN successfully completed the above search consistent with the approved search timetable. Attached is a copy of the search timetable, with target and actual dates by which each step of the search procedure was completed.

(check all boxes that apply)

- G All target dates within the approved timetable were achieved.
- G All target dates within the approved timetable were not achieved; however, the following target dates were achieved:
  - G Search committee named finalists.
  - G Final Interview Committee interviewed finalists.
  - G Vice President recommended finalist to President.
  - G President selected finalist to be offered employment.
- G The search procedure was completed \_\_\_\_\_ days after the target date for completion.
- G Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Comments:

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Associate Vice President of Human Resources

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