**Recommendations were identified through four distinct phases of the hiring system.**

**Phase I – Completed by application review date.**
1. Screening Committee selected by DIRECTOR /DEPT. HEAD (DH). President Approves.
2. Advertisements completed.
3. Screening Committee, DIRECTOR/DEPT. HEAD discuss position, develop questions & design rubric
4. Screening module created.
5. Send e-mail to each candidate as they apply via e-mail.
6. Search Committee now referred to as Screening Committee (SC).  Their role is CLEARLY limited to identifying acceptable candidates.
7. Screening Committee must include department personnel.
8. Extensive use of on-line resources including "hot sites" and discipline-specific web sites.
9. On-line ad on an affirmative action related site, preferably discipline-related IS MANDATORY.
10. DIRECTOR/DEPT. HEAD discusses search with department personnel to identify preferred skill set.  He/she then attends first meeting (no resumes yet) and explains what they want in the new employee.
11. Chair must have attended pre- training session.
12. Resumes available for review electronically as they come in.  Not printable.

**Actions**
1. Screening committees are identified by the supervisor and require VP and President approval.
2. Screening committees include department personnel.
3. Online advertising opportunities have been greatly expanded and are used as primary tool. With the implementation of PeopleAdmin software, applicants are asked how they heard about the job opportunity so advertising resources can be tracked and evaluated.
4. Screening committees meet with HR to receive their initial charge as well as the supervisor to gain their perspective and begin a dialogue throughout the process.
5. Training workshops have been held for screening committee chairs.
6. The PeopleAdmin software system was recommended by the Hiring Systems Council and implemented in June, 2011.  The system requires applicants to complete an online application that provides for electronic email communication with candidates throughout the process, secure electronic review of all applications, and responsive reporting tools.

**Phase 2 – Occurs within 1 week from application review date.**
1. Applicants reviewed by Screening Committee **&** 2- DEPT Head/Director (Parallel process)
2. Minimum qualifications are MINIMUM qualifications.  DIRECTOR/DEPT. HEAD/SUPERVISOR and chair could do initial review of candidates and remove those who do not meet minimum qualifications.
3. Applicants must apply electronically ONLY.
4. Candidates will complete an on-line application (so MVCC can control the information and get "releases.") They will attach cover letter and resume.
5. Update of status sent to each candidate via e-mail.

**Actions**
1. Supervisors may choose to review applications in parallel with the committee and dialogue with the Screening Committee Chair regarding the candidates and their qualifications. The review does not always occur within one week, but as soon as the committee is able to do so.
2. Minimum qualifications are clearly established and adhered to during the process.
3. PeopleAdmin software provides for all electronic communication and processing for each search with a process requiring a resume and cover letter and another process with a general application (depending on the position).

**Phase 3 Steps**
1. Structured interview: Tour, Committee, Dept. Head, Cabinet Member (cabinet member can be a 2nd round).
2. Interview should be an "event": Nice HR, nice interview room, community info. Etc.
3. Hiring Charter, with assistance from HR, would create bank of acceptable questions to be asked.  In addition to these "institutional generic questions", position- specific questions as created by the Director/Dept. Head/ would also be asked.  Questions must have benchmarks.
4. Work sample is required.
5. All candidates must have same interview itinerary.

**Actions**
1. Consistent formats have been established for telephone interviews (round 1) and campus interviews (round 2) and second campus interviews if necessary.
2. The Human Resources Office was renovated in the summer of 2010 to increase workspace functionality for staff and provide a more welcoming atmosphere for potential candidates.
3. The Human Resources Office has established a bank of example interview questions that have been provided to screening committees. All interview questions entered into PeopleAdmin are approved by HR. Over time the People Admin database will grow with more and more questions to be added.
4. Work samples are required in most position searches.

**Phase 4 Steps**
1. Reference checks & Background done by Chair and Dept. Head.
2. Possible 2$^{nd}$ interview or possible return to previous phase.
3. Final selection and internal salary discussed.
4. Send update to each candidate interviewed.
5. Committee in parallel process "stops" but feedback to committee (regular) is essential.
6. DIRECTOR/DEPT. HEAD completes reference checks with candidate approval.
7. The college should start background checks.
8. Hiring approved two levels up. For example, a director needs presidential approval whereas a "counselor" stops at the Vice President (VP) level. A direct report to the President position would go to Board of Trustees. BOT informed that hiring did occur during President Report at a future meeting.

**Actions**
1. Reference checks are completed by the Hiring Supervisor not Screening Committee Chair. Criminal History Checks are completed by Human Resources upon conditional offer of employment made by hiring supervisor.
2. Continuing dialogue between the committee chair and the hiring supervisor is strongly encouraged.
3. All management/confidential, Professional Association, and Administrative positions are forwarded to the Board of Trustees for final approval. However, to address concerns over hiring delays with this process, the President has Board support to make hires as needed (with Board Chair communication and support) and bring new hires to the Board of Trustees for ratification.

**Phase 5 Steps**
1. Director/Dept. Head contacts chosen candidate.
2. DIRECTOR/DEPT. HEAD contacts all other candidates who were interviewed to inform them offer made.
3. Send final update communication to all by HR
4. The College can label a search internal. In this case, it should be noted on the ad that any candidate must be a current full-time MVCC employee; in a position as a result of being the successful candidate in any previous official advertised search.

**Actions**
1. Supervisors contact candidates who received an interview to close the process for each one.
2. PeopleAdmin software will provide consistent follow up communication with each applicant.
3. The College adheres to recommendation regarding internal searches and requires all full-time career-appointment positions must be filled by individuals have gained full-time employment at the College through a previous official advertised search.