

**College Procedure:** 401.6 - Hiring and Selection  
**Policy Reference:** 401 - Non-Discrimination in Employment  
**Responsible Department:** Human Resources  
**Approval Authority:** Cabinet  
**Procedure Owner:** Vice President, Human Resources  
**Effective Date:** 5/6/2020

**Version Number:** 1  
**Legal Counsel Reviewed (yes/no):** No  
**Legal Reference(s):**  
**Scope:** College-wide

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## Reason for Procedure

This procedure establishes guidelines for the process of hiring employees at Kirkwood Community College. Kirkwood strives to hire the most qualified candidates for all positions in a fair and consistent manner, following all applicable laws and guidelines.

## The Procedure

### Posting a position:

1. To post a replacement or new position, the department must complete a Requisition through NEOGOV and attach an updated job description to the Requisition for review by Human Resources (HR). The requisition is routed to the HR Recruiter to begin the posting process.
2. For requests to post new full and regular part-time positions:
  - a. The Requisition will be reviewed for approval by HR and Finance designees. HR will review the new position to ensure the position job description and salary pay band are appropriate, Finance will review the new position to determine if the position is cost neutral, or requires new money in excess of the amount already budgeted for the fiscal year.
  - b. Once HR performs its review and is satisfied with job description and placement, and Finance confirms the new position is cost neutral, the new position will be approved to post.
  - c. New positions that require additional funding will normally only be approved during the annual budgeting process in the Spring, to be effective at the start of the next Fiscal Year. Exceptions may be made for unforeseen or exigent circumstances. In the event that Finance determines the new position requires additional funding, or HR cannot reconcile a concern raised during its review with the department, the request to create the new position will require full Cabinet approval.

3. For requests to post a seasonal, continuing education, or adjunct position approvals are not required.
4. For requests to post replacement part-time positions, Cabinet approval is needed.
5. For requests to post replacement full-time positions, Cabinet and compensation approval is needed.
6. A hiring manager may request a position be posted for internal applicants only. If requested and approved, internal posting will be placed on Kirkwood's employment site and only internal applicants will be considered. All full-time board approved internal openings will be announced in "Have you Heard."
7. The hiring manager can request that the position be removed from the website when the manager and committee feel there are an adequate number of qualified applicants in the pool. All jobs should be posted for a minimum of five full business days.
8. Full-time faculty positions will be open to internal full-time faculty for five full business days before opening to external candidates. The positions will be posted in "Have you Heard."
9. Once the position is removed from NEOGOV, it can be reposted upon request for no less than five full business days. The position cannot be reposted and then immediately removed again to allow one applicant to apply.

#### **Screening and Interviewing:**

1. To be considered for an interview, all candidates must complete an employment application online, unless an approved alternative method of application is requested.
2. Candidates must be 18 years of age or older to be considered for employment. Hiring minors is only approved for specific positions. Minors must be 16 years of age or older.
3. A standard set of questions should be used for all candidates and the interview questions and answers should be documented. The [Interview Record Form](#) should be used for all interviews.
4. After qualified candidates have been identified and interview questions created by the application review team, the names of the applicants to be called for an interview and the interview questions, must be sent to Human Resources for review and approval. Do not schedule an interview without approval from Human Resources.
5. Each interview panel should have a minimum of 3 members for full-time positions and 2 members for part-time positions. For adjunct hiring, there is no requirement for number of hiring members.

6. If multiple qualified applications are received, a minimum of two to three applicants should be interviewed. Phone screens can be performed in this stage as well.

**Reference Checks:**

1. For full-time, board-approved positions, three professional reference checks must be completed on the final candidate(s) using the [Reference Check Form](#).
2. Two reference checks for part-time positions are required.
3. One reference check is needed for adjunct hires.
4. If a final candidate is a current employee in the same department, a reference check is not required. The hiring manager should have a discussion with the candidate's current supervisor and HR to ensure the employee is eligible to be considered for the position.
5. Reference checks are not needed for seasonal employees.
6. If references are impracticable to obtain, contact Human Resources to discuss a waiver.

**Selection and Offer:**

1. Once a successful candidate has been identified, a Personnel Action Form (PAF) should be completed in its entirety by the hiring department. The PAF can be found in Neogov by moving a candidate to hire. The PAF is routed to the HR Recruiter to begin the approval process.
  - a. If detailed information about how the candidates were chosen and ranked, is not included in the appropriate sections of the PAF, approval may be delayed.
  - b. If the Recommended Salary field is left blank, only the minimum of the position's pay band will be approved. Please see the Compensation Policy for information regarding salary for new hires.
  - c. Full-time, board-approved hire dates should follow the new hire start dates shown in the Payroll Calendar, unless an exception is approved by HR.
2. The hiring manager will send all interview notes/reference checks to the HR or attach it to the PAF in Neogov.
3. Full-time board approved positions require approval from Cabinet, Compensation/Benefits and the EEO Officer. President approval is required if recommended salary is 10% or more above the minimum of the pay band.
4. For part-time positions Cabinet member approval is needed. If above the minimum of the pay band it will go to compensation for approval.

5. For continuing education, adjunct and seasonal approvals are not needed.
6. Once the PAF is approved, the hiring manager will be notified by HR that they can extend an official offer to the candidate, making sure to state that the offer is contingent upon successful completion of a background check.
7. The hiring manager should inform HR if the job offer is accepted or denied.

**Post Offer:**

1. Once a candidate has accepted, HR will send notices via Neogov to applicants who were not interviewed. It is recommended that the hiring manager personally contact candidates who were interviewed but not selected.
2. HR will email the new employee (with the personal email they provided on their application) the new hire paperwork to complete electronically.
3. A [New Hire Form](#) and [Key Request](#) (if needed) should be done once the start date and k# are confirmed by the hiring manager.
4. On the first day of employment, the new hire will need to bring their [I9 Documents](#) to the HR department to verify employment status.

**References**

**Definitions**

Term	Definition
Term 1	
Term 2	
Term 3	
Term 4	

**Revision Log**

<b>Version Number</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Brief Description of Change</b>
	5/6/2020	Cabinet	New Document