

**THREE RIVERS COLLEGE
PERSONNEL REGULATION**

Section: 4000 Personnel	
Sub Section: 4100 Employment	
Title: PR 4170 College Hiring Procedure	Page 1 of 14
Primary Policy: GAP 1200 Equal Opportunity	
Associated Policies: IP 6120 Faculty Credentialing; PP 4510 Employee Benefits; GAP 1206 Alcohol/Drug-Free Work/Learning Place	
Associated Regulations: GAR 1120 College Reorganization; PR 4210 Work Hours of Employment; PR 4510 Benefits; HSR 5110 Communicable Diseases; GAR 1206 Alcohol/Drug-Free Work/Learning Place	
References: Title VI of the Civil Rights Act of 1964; Fair Labor Standards Act (FLSA); E-Verify Program; HB1549; Addendum A-Search Committee Guidelines; US Federal Department of Transportation 49 CFR Part 40; Federal Motor Carrier Safety Administration 49 CFR Part 382	
Supersedes: NA	
Responsible Administrator: Director of Human Resources	
Initial Approval: 02-15-2017	Last Revision: 10-20-2021

Three Rivers College is committed to creating an atmosphere of collaboration, collegiality, success, and excellence by embracing its climate and traditions. The College values other cultures and provides equal opportunity in all areas of education, recruiting, hiring, retention, promotion, and contracted service.

All applicants for employment are treated with respect and given fair and equitable consideration for employment in compliance with GAP 1200 Equal Opportunity. All new employees are selected based on experience, education, ability, training, and other job-related factors.

In compliance with Missouri Statute, Three Rivers College has implemented a targeted testing program for all new full-time faculty deemed to be at high risk for latent tuberculosis infection or for developing tuberculosis disease. The process for new full-time faculty to be in compliance is part of the College “on-boarding” process. Those deemed at risk shall be referred to a local public health agency for a course of action consistent with this act upon matriculation. TB screening for new full-time faculty must be completed within seven days per the process established by the Office of Human Resources.

Full-time Staff Hiring Procedure

1. Complete a Position Request Form to fill position. (Job description should be attached.)
 - a. Initiator (original) → Supervisor Chain → Human Resources → President
2. Once approved by the President, the form will be sent to Human Resources for action.
3. Human Resources action:
 - a. Human Resources informs originator of approval.
 - b. Position is advertised. Human Resources will prepare the position announcement and work in collaboration with the supervisor and Cabinet member for final draft.
 - Internal – minimum posting of 1 week.

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and/or

- External – minimum posting of 2 weeks.
 - c. Applications are received by the Office of Human Resources and are checked in for review. Incomplete files are not acknowledged or reviewed; therefore, no applicant with an incomplete file shall move forward in the process.
 - d. Human Resources will prepare the shared folder with all applicants for committee review.
 - e. Search Committee Formed: Human Resources works in collaboration with the supervisor and Cabinet member for potential committee members to serve. The committee will include the direct supervisor and Cabinet member. Human Resources will notify the committee.
 - f. Human Resources provides a timeline for the search process.
4. Committee Action
- a. Eliminates applicants not meeting minimum qualifications.
 - b. Evaluates remaining packets to determine candidates to be interviewed.
5. Interview Process
- a. Arranging of interviews
 - The committee chair creates a roster of candidates for interview.
 - Human Resources notifies applicants and schedules interviews.
 - b. Committee Interview
 - Committee interviews qualified candidates.
 - At the conclusion of the committee interviews, the committee chair prepares a list of pros and cons for each candidate interviewed. Candidates are not ranked by the committee. The summary list of pros

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and cons is to be submitted to Human Resources. The Director of Human Resources will summarize the process and candidates and submit to the President for review.

c. President Interview

- The President and/or designee may interview final candidate(s) at his/her discretion.
- References are checked on all candidates prior to being invited to final interview.
- At the discretion of the President, a recommendation will be made to the Board of Trustees or search process will start over.

6. Human Resources makes contact with a verbal offer and receives a verbal decision (offer is conditional upon Board of Trustees approval and acceptable background check).
7. Human Resources prepares the formal offer letter for signature.
8. President submits recommendation to the Board.
9. Board votes.
10. Welcome letter.
11. Candidates interviewed but not selected will be notified of the decision as soon as possible after the final interview. All remaining applicants will be notified via letter after Board of Trustee approval of the recommended candidate.

Full-time Faculty Hiring Procedure

1. Complete a Position Request Form to fill position. (Job description should be attached.)
 - a. Initiator (original) → Supervisor Chain → Human Resources → President
2. Once approved by the President, the form will be sent to Human Resources for action.

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3. Human Resources action

- a. Human Resources informs originator of approval.
- b. Position is advertised. Human Resources will prepare the position announcement and work in collaboration with the Department Chair, Chief Academic Officer for final draft.
 - Internal – minimum posting of 1 week.
and/or
 - External – minimum posting of 2 weeks.
- c. Applications are received by the Office of Human Resources and are checked in for review. Incomplete files are not acknowledged or reviewed; therefore, no applicant with an incomplete file shall move forward in the process.
- d. Human Resources will prepare the shared folder with all applicants for committee review.
- e. Search Committee Formed: The Chief Academic Officer and the Department Chair will select members to form the search committee for all full-time faculty hires. Faculty hiring committees shall be composed to ensure the majority of the committee are voting members of the faculty body and shall have at least one representative from either the same teaching discipline or from the department in which the faculty member will serve. Human Resources will notify the committee.
- f. Human Resources provides a timeline for the search process.

4. Committee Action

- a. Eliminates applicants not meeting minimum qualifications.
- b. Evaluates remaining packets to determine candidates to be interviewed.

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5. Interview Process

a. Arranging of interviews

- Prior to interview, candidates must be credentialed to ensure they meet the minimum academic qualifications necessary for each discipline area. Credential review is completed as outlined in IP 6120 Faculty Credentialing.
- The committee chair creates a roster of candidates for interview.
- Human Resources notifies applicants and schedules interviews.

b. Committee Interview

- Committee interviews qualified candidates.
- Candidates for faculty positions must provide a teaching demonstration as part of the interview process unless an exception is granted by the Chief Academic Officer.
- At the conclusion of the committee interviews, the committee chair prepares a list of pros and cons for each candidate interviewed. Candidates are not ranked by the committee. The summary list of pros and cons is submitted to Human Resources. The Director of Human Resources will summarize the process and candidates and submit to the President for review.

c. President Interview

- The President and/or designee may interview final candidate(s) at his/her discretion.
- References are checked on all candidates prior to being invited to final interview.

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- At the discretion of the President, a recommendation will be made to the Board of Trustees or search process will start over.
6. Human Resources or the Chief Academic Officer makes contact with a verbal offer and receives a verbal decision (offer is conditional upon Board of Trustees approval and acceptable reference and background check).
 7. Human Resources prepares the formal offer letter for signature.
 8. President submits recommendation to the Board.
 9. Board votes.
 10. Faculty contract is prepared.
 11. TB Testing for new full-time faculty if deemed to be high risk for latent Tuberculosis (TB).
 12. Candidates interviewed but not selected will be notified of the decision as soon as possible after the final interview. All remaining applicants will be notified via letter after Board of Trustee approval of the recommended candidate.

Reimbursement

Reimbursement may be allowed up to \$500 standard for travel that includes two nights in hotel booked and provided by the College. If the candidate is offered the position and declines, reimbursement will not be provided.

Part-time Staff Hiring Procedure

1. Complete a Position Request Form to fill position. (Job description should be attached.)
 - a. Applies to all part-time staff, excluding grant program tutors and student employees. Part time (adjunct) faculty is also excluded.

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- b. Initiator (original) → Supervisor Chain → Human Resources → President
2. Once approved by President, the form will be sent to Human Resources for action.
3. Human Resources action
 - a. Human Resources informs originator of approval.
 - b. Position is advertised. Human Resources will prepare the position announcement and work in collaboration with the supervisor and Cabinet member for final draft.
 - Internal – minimum of 1 week
and/or
 - External – minimum of 2 weeks
 - c. Applications are received by the Office of Human Resources and are checked in for review. Incomplete files will not be acknowledged or reviewed; therefore, no applicant without a complete file will be allowed to move forward in the process.
 - d. Search Committee formed. Human Resources works in collaboration with the supervisor and Cabinet member for potential committee members to serve. The committee will include the direct supervisor. Human Resources will notify the committee.
 - e. Human Resources will prepare the shared folder with all applicants for committee review.
 - f. Human Resources will provide a timeline for the search process.
4. Committee Action
 - a. Eliminates applicants not meeting minimum qualifications.
 - b. Evaluates remaining packets to determine candidates to be interviewed.
5. Interview Process
 - a. Arranging of Interviews

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- The committee chair creates a roster of candidates for interview.
 - Human Resources will notify applicants and schedule interviews.
- b. Committee Interview
- Committee interviews qualified candidates.
 - At the conclusion of the committee interviews, the committee chair prepares a list of pros and cons for each candidate interviewed. Candidates are not ranked by the committee. The summary list of pros and cons is to be submitted to Human Resources. The Director of Human Resources will summarize the process and candidates and submit to the President for review.
- c. President Interview (as requested)
- The President and/or designee may interview final candidates at his/her discretion.
 - References are checked on all candidates prior to being invited to final interview.
 - At the discretion of the President, approval is given or search process will start over. Formal part-time positions will be submitted for Board approval.

Part-Time Faculty (Adjunct Faculty)

Applications for adjunct faculty positions are accepted on a continual basis through the Office of Human Resources. Human Resources will advertise for specific needs and/or locations as requested by the department chair. Adjunct applications are maintained by Human Resources for review by the Department Chair, and Chief Academic Officer.

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The department chair or designee is responsible for recommending the employment of adjunct faculty to the Chief Academic Officer. Adjunct faculty members must be officially credentialed as outlined in IP 6120 Faculty Credentialing prior to formal approval. A Personnel Action Form and Academic Affairs Faculty Qualifications Form must be completed for all new adjunct faculty and be maintained on file in the Office of Human Resources along with the appropriate application materials and official transcripts. The forms must be signed by the department chair and approved by the Chief Academic Officer and the President before the adjunct faculty member can be listed as the instructor of record for any course.

Adjunct faculty are hired on a semester-by-semester basis as needed to ensure all course offerings are staffed.

Part-time Event Staff

Event staff are seasonal in nature and hired as needed. The application and review process is conducted with the immediate supervisor with approval by the Cabinet member and President. A Personnel Action Form must be completed for all new Event Staff and submitted along with the appropriate application materials. All material is housed in the Office of Human Resources.

Part-time Tutors with the TRiO Grant Programs

The application and review process for tutors is conducted with the immediate supervisor with approval by the Cabinet member and President.

A Personnel Action Form must be completed for all new tutors and submitted along with the appropriate application materials. All material is housed in the Office of Human Resources.

Tutors are hired on a semester-by-semester basis as needed.

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Bus Drivers

College employees that are Bus Drivers are seasonal in nature; however, the need may change throughout the year. The employment application and review process are conducted by the Office of Human Resources and the Director of Public Safety with approval by the Cabinet member and College President. A Personnel Action Form must be completed for all new Bus Drivers and submitted with the appropriate application materials. All hiring materials are housed in the Office of Human Resources.

After an offer of employment has been made to a prospective Bus Driver, a mandatory criminal records check, driving records check, and pre-employment drug screening must be conducted. Random checks will be completed as necessary and/or required throughout the course of employment. Bus Drivers are subject to pre-employment and annual checks with the Federal Motor Carrier Safety Administration Drug and Alcohol Clearinghouse.

CDL Trainers

Part-time CDL trainers are hired on an as needed basis to meet program demand. The employment application and review process are conducted by the Office of Human Resources and the Department Chair, Career Studies and Workforce Development with approval by the Cabinet member and College President. A Personnel Action Form must be completed for all new CDL Trainers and submitted with the appropriate application materials. All hiring materials are housed in the Office of Human Resources.

After an offer of employment has been made to a prospective CDL Trainer, a mandatory criminal records check, driving records check, and pre-employment drug screening must be conducted. Random checks will be completed as necessary and/or required throughout the course of employment. *CDL Trainers are subject to pre-employment and annual checks with the Federal Motor Carrier Safety Administration Drug and Alcohol Clearinghouse.*

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Student Employment

College Work-Study personnel are considered student employees with eligibility determined by Financial Aid. Upon approval of eligibility with Financial Aid, student candidates for employment may seek available positions by reviewing the list of vacancies posted with Financial Aid. The application and review process is conducted by the immediate supervisor. The Federal Work Student Eligibility/Hiring Form must be completed for each student employee and signed by a representative from Financial Aid, the student, and the immediate supervisor. Once complete, the student employee will contact Human Resources to complete all new hire paperwork. Human Resources will notify the immediate supervisor once the student worker is ready to begin work.

Emergency Hiring

At times, the College may conduct an internal search. The position may not be posted externally but announced internally for a minimum of one week, as noted in the process above. Human Resources will work in conjunction with the supervisor and Cabinet member. The hiring may/may not require a full search committee. Internal appointments can be made in accordance with GAR 1120 College Reorganization. All offers will be subject to the President’s and Board’s approval. The College President has the authority to authorize emergency or temporary hires for positions not to exceed 12 months. At the discretion of the President, emergency/temporary hires may be formally appointed to a position during the 12-month period, pending Board of Trustee approval.

Volunteers

Volunteers make an important contribution to the success of the College. Judgment and care must be exercised in the use of volunteers. In accordance with the Fair Labor Standards Act (FLSA), the College considers a volunteer to be an individual who performs hours of service for

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the College for civic, charitable, or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered. Any person volunteering services to the College must complete a Volunteer Statement form signed by the departmental supervisor and forwarded to the Director of Human Resources before volunteer services can be performed. Volunteers must not be used in place of employees and may not displace an employee who would ordinarily be paid to do the same work. Please contact the Office of Human Resources to obtain the Volunteer Statement form. A volunteer's service may be terminated at any time and without prior notice. Information will be submitted to the President for approval prior to beginning service on campus. Upon approval, a background check will be completed through the Office of Human Resources for all volunteers, as well as a review of policies and procedures.

Verification of Employment Eligibility

As a condition of employment, all job applicants must successfully complete a criminal background check, reference checks, and verification of previous employment. In some cases, a driver's license check and/or additional screening may be required.

Individuals hired are reported as part of the Missouri New Hire Reporting process. The College only employs those individuals authorized to work in the United States. Employment eligibility is documented using the Federal Employment Eligibility Verification Form I-9 for every employee. In addition, the College participates in the E-Verify employment verification program, following the procedures specified by the Department of Homeland Security and the Social Security Administration and as required by HB1549 state regulation.

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Approval to Hire

All full- and formal part-time hires are contingent upon the President's and Board's approval. Adjunct faculty hires, Event Staff, TRiO Grant Tutors, and other part-time staff are contingent upon the President's approval. No offer of employment shall be made to any candidate until approval has been granted.

Benefits

Unless otherwise approved by the President or required by law, only full-time employees are eligible for employment benefits. Please refer to policy PP 4510 Benefits and regulation PR 4510 Benefits.

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DOCUMENT HISTORY:

- 02-15-2017:** Initial approval of regulation PR 4170 College Hiring Procedure.
- 11-28-2017:** Addition of Addendum A-Search Committees Guidelines
- 03-27-2019:** Inclusion of a statement regarding the Office of Human Resources targeted testing program through the “on-boarding” process whenever hiring all new full-time faculty that are considered high-risk for tuberculosis infection or for developing tuberculosis disease.
- 11-20-2019** Added references: US Federal Department of Transportation regulation, Motor Carrier Safety Administration, and the related procedural language for the College hiring bus drivers.
- 10-20-2021** Minor edits to align with actual College hiring procedure.

Addendum A

SEARCH COMMITTEE GUIDELINES

It is important to adhere to the guidelines in every selection process to minimize the potential for problems and to be able to successfully defend any actions/decisions of the hiring committees should a complaint be filed.

The principle guidelines are:

1. Select the best candidate
2. Ensure equal opportunity
3. Maintain professional/ethical standards
4. Document thoroughly

SELECT THE BEST CANDIDATE – (Guideline #1)

Three Rivers College's vision statement is to be the preeminent, cutting-edge community of learners with a student-first focus, and to operate as a vibrant, dynamic catalyst for the creation of opportunities that foster learning and student success. Each member of the faculty and staff must contribute for the success of the vision.

The search committee is charged with ensuring that the best possible candidates are considered for the position. Following the [College Hiring Procedure \(PR 4170\)](#) and investing in the process of reviewing and interviewing candidates will provide consistency and valued input in selecting the best possible candidate.

THREE RIVERS COLLEGE EQUAL OPPORTUNITY POLICY STATEMENT – (Guideline #2)

Equal Opportunity – General Administration Policy 1200

Three Rivers College is committed to providing equal opportunity in all areas of education, recruiting, hiring, retention, promotion, and contracted service. The College further commits itself to the policy that there shall be no unlawful discrimination against any person because of race, color, gender, sexual orientation, religion, age, disability, or national origin. The College does not sponsor non-residents for purposes of employment.

The College's equal opportunity policy extends to prohibitions against unlawful harassment of students or employees because of the individual's race, color, religion, disability, age, sex, or national origin. This prohibition against harassment includes, but is not limited to, disparaging comments, written material, physical assaults, sexual harassment, verbal threats, and offensive pranks.

MAINTAIN PROFESSIONAL/ETHICAL STANDARDS - CONFIDENTIALITY – (Guideline #3)

It is important that information about a search be kept confidential, not just for the length of the search process, but into perpetuity.

Information that cannot be shared with others includes:

- What committee members and candidates say
- Interview questions
- Names of who is in the applicant pool
- Results of applicant screening
- Names of finalists
- Results of reference checks

Information that can be shared:

- Job description
- Interview format (e.g. face-to-face, presentation, ITV, etc.)

Information that should be referred to Human Resources:

- List of Search Committee Members
- Number of people who applied
- Number of people being interviewed
- Status of applicants
- Status of search

NOTE: If there is any doubt about what information can be shared, contact Human Resources for guidance. Should committee members be contacted by candidates, they should be referred to Human Resources.

Conflict of Interest:

In terms of your involvement in the hiring process, you may not participate in any employment activity involving a relative or person with whom you have a close personal relationship or conflict of interest.

As part of the hiring procedure, a roster of applicants who have applied for the position will be available to each member at the initial stage of the process. You will be asked to review the list carefully to be sure there is no applicant on the list who is a relative of yours, or any applicant who is a close friend or associate for whom you cannot remain impartial. If you have a concern or doubt, please notify the chair immediately. The chair may need to confer with Human Resources and decide before moving forward with the process.

Definition of Relative: husband, wife, father, mother, stepparent, son, daughter, stepchild, brother, sister, stepsibling, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, nephew, niece, granddaughter, grandson, grandfather, grandmother, aunt, or uncle (of the committee member).

DOCUMENT THOROUGHLY – (Guideline #4)

All applicants should be screened to determine if they meet the minimum qualifications required of the position. A copy of the position posting, as well as the job description, will be available to each committee member. Using the approved advertisement, the search committee will assess each applicant's qualifications against the approved job description to assure that all applicants are evaluated using the same criteria. The screening of applicants should eliminate from further consideration those individuals who clearly do not meet the minimum required qualifications set forth in the job description. Candidates who do not meet the minimum qualifications can be removed from the search. Only candidates with complete applicant files should move forward in the process.

Thorough documentation of the review process, as well as the interview process, should be maintained. All material should be turned in to the Human Resources office at the completion of the search.

Interviews

It is vital that all committee members are knowledgeable regarding fair hiring practices. Human Resources provides guidelines and sample interview questions that can be selected and tailored to the specific position and requirements. Upon completion of interviews, the committee should compile a list of strengths and weaknesses (pros/cons) of each candidate interviewed. The Committee Chair will draft and forward this list to the Director of Human Resources. Reference [PR 4170 College Hiring Procedure](#).

Search Committee – Member's Role

Your participation on the committee was sought out by the Human Resources office and supervisor. Give your input as needed at the various stages of the process. Your agreement to participate means that you are committed to hiring the best candidate who meets the needs of the position. Be prepared to mark your calendar with planned meetings, screening, and interview dates and times so that you are able to follow through on your commitment. Attendance and participation are very important to ensure that the entire committee can fairly evaluate each candidate.

Considerations when recruiting committee members include:

- Familiarity with the demands of the position or previous experience
- Diversity according to race, ethnicity, gender, age, departments
- Diverse experience and years of service to Three Rivers College
- Diverse employee groups
- Diversity among departments and disciplines from the vacant position (connections to department)
- Community members (if necessary, dependent upon position)

Effective committee members:

- Follow the search committee chair's guidance
- Follow the College Hiring Procedure – PR 4170

- Adhere to the guidelines for selection: select the best candidate; ensure equal opportunity; maintain professional/ethical standards; document thoroughly
- Stay committed throughout the process; mark meeting/interview dates on calendars and make the necessary arrangements to attend all meetings
- Keep search information confidential. Information regarding candidates should not be discussed with anyone outside the search committee
- Participate; lend your expertise to committee deliberations
- Screen applications according to guidelines
- Help develop interview questions
- Participate in all interviews
- Record appropriate documentation
- Treat applicants with respect and dignity; remember we are setting a first impression
- Be prompt for meetings, this is a must for scheduled interviews
- Summarize the candidates interviewed based on established job criteria and forward unranked candidates to the Office of Human Resources

The Chair's Role

Chairing a search committee is a rewarding and challenging experience that requires taking a leadership role.

Your leadership role as chair includes:

- Setting appropriate expectations for committee members
- Serving as a liaison between the committee and the Human Resources department
- Ongoing communication with committee members throughout the hiring process
- Helping to resolve questions/issues
- Advocating for the integrity and confidentiality of the process

Specific representative duties include:

- Ensure all candidates are treated fairly and in accordance with the College standards for equal opportunity.
- Provide guidance for the development of interview questions. All final questions should be reviewed by Human Resources prior to the interview dates.
- Call and chair the committee meetings
- Coordinate administrative and logistical support
- Coordinate and encourage committee participation
- Manage the screening process
- Coordinate interview scheduling with Human Resources
- Ensure proper documentation
- Keep the committee on track
- Ensure the College Hiring Procedure is followed – PR 4170
- Perform all duties and responsibilities of a committee member