

**Colorado College  
Office of Human Resources**

**Staff Talent Acquisition Procedures**

**September 6, 2019**

## 1. Introduction

These procedures are designed to ensure that Colorado College is able to attract, recruit, and retain the most talented individuals needed to achieve its mission. Each step in the talent acquisition process affects our ability to achieve this goal; therefore, it is critical that our approach is comprehensive, well-coordinated, and supported at every level of the college.

The procedures provide hiring managers and search teams with information needed to carry out their recruitment and hiring responsibilities and ensures that the college is in compliance with all applicable equal opportunity laws and regulations.

The Office of Human Resources (HR) is responsible for administering the talent acquisition procedures for all staff positions.

### Colorado College Equality Statement

Colorado College aims to provide the finest liberal arts education in the country. As a leading institution in higher education, we strive for inclusive excellence in access to, and development and delivery of, outstanding learning opportunities and success for our diverse community of individuals who teach, learn, and work at the college. We pursue the equal opportunity of individuals to fully participate in our mission.

Colorado College is an equal opportunity employer committed to increasing the diversity of its community. We do not discriminate on the basis of race, color, national origin, gender, age, religion, gender identity or expression, disability, or sexual orientation in our educational programs and activities or our employment practices.

### Emphasis on Diversity

Colorado College is committed to diversity and inclusion and is intentional about creating a learning and working environment that recognizes the value of individual and group differences. As an equal opportunity employer, we welcome and encourage inquiries from applicants who will contribute to the cultural and ethnic diversity of our college.

To support the college's mission on diversity, staff positions filled through a competitive search process will be advertised with recruitment sources that promote the inclusion of women, people of color and other applicants with diverse backgrounds. The following strategies are just some of the recommended activities for the hiring manager and search team to expand the network of applicants:

- Discuss the college's focus on diversity and inclusion at the beginning of the recruitment process. Identify recruitment sources such as local and regional minority

and female newspapers, journals, periodicals, conferences, regional associations, and electronic sources to advertise the position.

- Send position announcements to local and regional women's organizations, agencies for persons with disabilities, and civic, social, and ethnic community action groups and organizations that will promote our efforts to attract qualified individuals that will foster the college's focus on diversity and inclusion.
- Contact colleges, universities, and other institutions that have a track record of preparing qualified minority candidates.
- Contact professional colleagues and promote informal word-of-mouth approach to identify candidates in addition to advertising efforts.
- Encourage faculty and staff attending professional conferences or visiting other colleges or universities to promote staff vacancies.
- Solicit interest from potentially qualified individuals from protected groups and diverse communities for present and future positions.
- Leverage social media tools such as LinkedIn, etc. to promote position to professional network and contacts.
- Maintain ongoing communication with local, regional, and national associations comprised of protected and diverse groups.

## 2. Beginning the Search

### Requesting to Fill a Position – new or vacancy, exempt, nonexempt, occasional, temporary

#### Hiring Manager Responsibilities:

- Contact the Talent Acquisition Manager.
- Complete the Staff Personnel Action Form (SPAF). Obtain division head signature and submit to HR.
- Develop or update a job description and complete a Job Analysis Questionnaire (JAQ) if needed.
- Once SPAF is approved by HR, Budget and the Senior Vice President of Finance and Administration, work with Talent Acquisition Manager to finalize job description and post the position.

#### Posting Positions

All staff positions are posted by Human Resources using the college's online applicant tracking system. The Talent Acquisition Manager works with the hiring manager to determine additional locations to post the position based on whether the search is local, regional, or national and to ensure reaching a diverse applicant pool.

#### Internal Only Postings

In consultation with the Talent Acquisition Manager, the hiring manager may determine that there is a qualified applicant pool within the current staff population. Factors to be considered when making the determination to post internally only include:

- Does the position provide a career progression opportunity for a significant portion of the employee population?
- Will a robust pool of quality applicants be generated from an internal only posting?
- Will an internal only posting support CC's commitment to a diverse workforce?
- Is it a viable option to post internally only for one week, then based on the applicant pool quality, go externally?

Current employees and active retirees are eligible to apply to an internal only posting.

A position is posted internally for a minimum of 5 working days. If the internal applicant pool does not meet the requirements for the position, the posting can be extended and posted externally.

### Direct Appointments

Hiring managers are responsible to provide justification for an exception to competitive recruitment and to appoint someone to a vacant position (either an internal or external candidate). This information is provided through completion of a SPAF. Factors to be considered regarding a direct appointment include, but are not limited to:

- How is the candidate uniquely prepared for the position?
- Are the skill sets required for the position not available in an applicant pool?
- Has the candidate been identified for the position as part of a formal succession plan?

Requests for direct appointments are reviewed by HR and depending on the position, may require the approval of the President.

### Recruitment Timelines

Positions filled locally are posted for a minimum of one week. Positions requiring a regional or national search may require longer posting periods but typically are open for a minimum of 30 days. Internal positions are posted for a minimum of 5 working days. Common practice is to identify a specific closing date with an option to extend the position if necessary to strengthen the applicant pool.

### Budget Guidelines for Searches

The Talent Acquisition Manager partners with the hiring manager/search team chair to review the established budget guidelines for a search based on the position's FLSA status. Exceptions to the budget guidelines are reviewed with the Talent Acquisition Manager. Campus interviews are typically limited to a maximum of three finalists. The hiring manager and search team chair are responsible for managing search expenses. At the conclusion of the search, the hiring manager ensures the accurate

submittal of search expenses with the proper fund, organization, account and position codes.

### 3. Search Teams

#### Role of the Search Team

All exempt searches are required to use a search team to assist in the selection process. In consultation with Human Resources and search team members, the hiring manager may determine that the role of the team will be to:

1. Review all applicants, make recommendations for, and, participate in screening interviews, and campus interviews.
2. Review pre-screened applicants, make recommendations for, and participate in phone interviews and campus interviews.
3. Participate in screening and campus interviews and make a recommendation for hire.

Regardless of the specific role of the search team, all members will have access to all applications and be able to offer feedback on any phase of the screening and selection process.

#### Composition of the Search Team

The Talent Acquisition Manager collaborates with the hiring manager to determine search team members. The hiring manager may elect to lead the search team or may select another staff member for this role. It is recommended that no more than seven people serve on the search team. Team members should be certified, represent a cross section of the college community, and bring diverse experiences to the team. It is recommended that team members have some level of experience, knowledge, skills and/or expertise with the position being filled.

#### Certified Search Team Members

To become eligible to serve on a search team, an employee must complete the Excel@CC Recruiting Talent module of the Great Supervisor program and the Good to Great: The Journey to Inclusion @ CC program.

#### Expectations for Search Team Members

- Focus on selecting the most qualified talent for the position.
- Review the job description – have a thorough understanding of what the job entails.
- Know what selection criteria will be most important for the job.
- Be a recruiter, promote the position and Colorado College to the candidate.
- Be prepared to be interviewed – anticipate questions from the candidates.
- Maintain confidential nature of the search and applicants.
- Disclose any type of relationship with the candidate (professional or personal).

- Consider the demographics of the applicant pool and ensure that the diverse nature of the applicants is considered as part of the screening and selection process.
- Begin conversations regarding diversity as it relates to this search. How is diversity being defined for this search? What opportunities exist to diversify the department (i.e. underrepresented populations)?
- Represent the college in a professional manner and engage with the applicants in a thoughtful and respectful way.
- Act promptly to ensure that top talent is not lost due to a slow search process.
- Ensure the search is being conducted in a manner consistent with applicable laws.

#### 4. The Interview and Selection Process

##### Important Reminders for Hiring Managers and Search Team Chairs

- A discussion of the position's salary range should occur to verify the candidate's continued interest prior to scheduling a campus interview. Please verify the candidate is within our hiring range before bringing to campus.
- Begin conversations regarding diversity as it relates to this search. How is diversity being defined for this search? What opportunities exist to diversify the department (i.e. underrepresented populations)?
- Interview questions should be relevant to the position. The Talent Acquisition Manager will provide guidance concerning the validity of interview questions.
- Ensure that the interview and selection process is consistent for all candidates.
- The qualifications of finalists must be discussed with the Talent Acquisition Manager prior to scheduling campus interviews to ensure that job requirements are met and to coordinate a benefits meeting and tour of Colorado Springs, if applicable.
- Hiring managers or search team chairs are responsible to update applicant status in the applicant tracking system and to do so in a timely manner.
- Candidates selected for on-campus interviews are to be informed of the activities in the interview and provided with a schedule of events as early as possible.
- Allow adequate time for the candidates to visit and inquire about the college and the local community. Make contacts with specific departments and community resources to be available to meet with the candidates.
- Prior to the campus interview, any relevant materials about the college and department should be mailed to the applicants.

##### Internal Candidate Commitment

To provide an excellent internal candidate experience, Colorado College makes the following commitments to our internal candidates:

- Applicant confidentiality by the hiring manager and search team
- A detailed review of their application by the hiring manager or search team
- If appropriate, a phone screen or in-person interview with the hiring manager or search team

- Honest timely communication concerning the final decision of their candidacy
- The ability to contact the hiring manager or human resources at any time concerning their status in the search process

### Bringing Finalists to Campus

Typically, no more than 3 finalists are invited for campus interviews. Campus interviews may consist of meeting with:

- Search team members
- Immediate supervisor
- Immediate colleagues and/or others who will work closely with the position
- Human Resources Total Rewards staff (for benefits eligible positions)

Depending on the nature of the position, students may be involved with campus visits, there may be an open session for the campus community, or the finalists may be asked to conduct a presentation that is open to campus.

Finalists who have no familiarity with Colorado Springs should be invited on a tour of the local community as part of their itinerary. The hiring supervisor or search team chair should contact the Talent Acquisition manager to arrange for a community tour with a relocation specialist. The purpose of the relocation specialist is to provide the finalists with information about the community that will assist them in determining their interest in relocating to Colorado Springs or nearby areas.

### Selecting the Finalist

The search team shall recommend the finalist to be hired based on thorough consideration of experience, skills, knowledge, behaviors observed during the interview process, and any other factors relevant to the success of the position being filled. It is the responsibility of the hiring manager to consider the search team's recommendation and to make the final recommendation for hire to the respective division head.

### Notification to Internal Applicants, Alumni and Applicants with a special connection to CC.

The hiring manager or search team chair should make direct contact with any current staff members who applied for the position and/or participated in the interviews to update them of their status in the search prior to conducting the next level of interviews. For alumni and applicants with a special connection to the college (i.e. referred by existing CC staff or faculty), the hiring manager or search team chair should communicate directly with them concerning their application status.

### Completing the Hiring Recommendation

The hiring supervisor or search team chair is responsible to complete a hiring recommendation in PeopleAdmin that outlines the search process, status of interviewed

applicants, rationale for the finalist recommendation, and salary recommendation. The hiring manager shall review the hiring recommendation with his/her supervisor or division head for approval and then submit electronically to the Talent Acquisition manager. HR will discuss the recommendation and salary offer with the hiring manager and provide approval for the offer to be made. Factors that are considered related to the salary offer include market data for the position, internal equity, the finalist's credentials compared to the job requirements, and any other factors relevant to the position. No offer of employment may be made until HR approval is received. Typically, the offer is made by the hiring manager and is contingent upon completion of the references and a criminal history background check.

The hiring manager completes and documents the references. HR completes the criminal history background check following an offer being made and accepted by the finalist. Both of these processes must be completed before the new staff member can begin work at the college.

#### Applicant Status Updates

It is the responsibility of the hiring manager or search team chair to update the status of all applicants in the online applicant tracking system and to do so in a timely manner.

#### 5. Reference and Criminal History Background Checks, Education Verification

Reference checks are used to obtain specific job-related information and verify the accuracy of a candidate's background. The reference checks are generally conducted after the campus interview. The following are guidelines to check references:

- Inform the applicant that a reference check will be conducted.
- Use the phone reference form located on the HR website under Forms.
- Prior to checking an applicant's current employer, ask the applicant's permission because job seeking may place the applicant's current employment at risk. If the applicant objects, contact other agreed upon references first. If the applicant is in the finalist pool or is the finalist being considered, inform the applicant of the need to talk with the current employer prior to the contact.
- Ask questions that are related to the position and are indicators of success to perform the position responsibilities if hired.
- Inquire as to re-employment eligibility and reasons for leaving previous jobs.
- Document the references received.
- Check at least two former employers, including the applicant's direct supervisor if possible.

Criminal history background checks are conducted post-offer to determine if the finalist has any convictions that would preclude them from working for the college. Background checks are conducted for all full-time, part-time and occasional positions and select temporary positions. If the criminal history background check reveals that a person has been convicted of, pled guilty or no contest to, or received a deferred sentence to a felony or misdemeanor, HR and the hiring manager will consider the responsibilities of the position and the health, safety, and welfare of the college to determine whether to

proceed with the employment offer. HR will follow up with the finalist to discuss the offense and provide them an opportunity to explain the circumstances or show that the screen contains inaccurate or incomplete information.

Factors to consider include:

- Nature and gravity of the offense and the relationship between the offense and the job responsibilities
- The time that has passed since the offense
- Actions taken by the candidate to address the offense.
- Performance and employment history before and after the offense.

#### Education Verification

Education is verified for all positions that require a Bachelor's degree or higher.

## 6. The Offer

### Starting Salary

Determination of the salary offer is based on the finalist's qualifications as they relate to the job requirements, market data for the position, and relationship to similar positions at the college (internal equity). In most circumstances, starting salaries will fall within the first quartile of the appropriate band. Salary recommendations that exceed the midpoint must have the approval of the Senior Vice President for Finance and Administration.

### Offer Confirmation Letter

Human Resources prepares and sends a letter confirming the verbal offer via email along with the new hire paperwork. HR provides the new staff member with the original copy of the offer letter when the new hire paperwork is submitted. A copy of the offer letter is emailed to the immediate supervisor

### Relocation Assistance

The college offers relocation assistance to all new, regular, full time exempt staff who have accepted employment with Colorado College and who at the time of hire, live at least 50 miles from Colorado Springs.

The hiring manager must obtain approval from Human Resources prior to offering relocation assistance to a finalist. The employment offer and terms of relocation assistance will be detailed in writing by Human Resources.

As a general rule, the amount of relocation assistance will cover reasonable expenses determined by pay band and the geographic region where the staff member is currently living.

The college will reimburse for reasonable expenses associated with the move and will be processed as taxable income on the employee's W-2. For example, travel from the current home to the new home should be by the most direct route

possible. Relocation assistance will be reimbursed for actual expenses, but is limited to the following:

- Cost of packing, crating, and transporting household goods and personal property including fees for a moving company, packing materials, and/or truck rental.
- Equipment rental necessary for the move. Items that are purchased and remain the property of the staff member will not be reimbursed.
- 19 cents per mile for up to two personal vehicles.
- Up to three days of lodging based on the time zone of the current home, which includes lodging for the staff member and immediate family (MT, 1 day; CT, 2 days; EST/PA, 3 days).

The college does not reimburse expenses associated with buying, selling, or renting a home, breaking a lease, or storage of household costs or personal items, nor will the college reimburse expenses associated with returning family members or friends who assisted in the move back to their homes. Meals during the move are not a reimbursable expense.

The new staff member must submit an itemized list of expenses with receipts within thirty days of the move.

Exceptions to the designated moving allowance amounts must have the approval of the Associate Vice President of Human Resources and the Senior Vice President of Finance and Administration.

## 7. Hiring a Non-Citizen

When a non-citizen accepts an offer, the hiring manager and HR works with an immigration attorney to ensure the non-citizen employee is authorized to start work for Colorado College. This work consists of verifying the new employee's current visa and filing for the appropriate visa or Permanent Resident petition.

The employee's department is responsible for paying:

- USCIS filing fees for the employee's work visa/Permanent Resident petition.
- TN renewal fees via stateside processing (does not require employee to travel to port of entry)
- Legal fees billed by the immigration attorney.
- Expedited processing fees, if recommended by the immigration attorney.
- Document shipping/mailing costs.

The employee is responsible for paying:

- Expedited processing fees (for own work authorization), if the non-citizen elects this processing for their own non-work related convenience.
- OPT visa application fee.

- Fees related to the visa application for the U.S. consulate.
- Fees related to having a valid passport.
- Costs associated with any medical exams, vaccinations and pictures
- Any USCIS filing fees for visas or immigration attorney fees associated with their family.

## 8. Closing the Position

### Applicant Status Updates

Following acceptance of the offer, the hiring manager shall verbally contact all applicants interviewed to inform them that the position has been filled and update the status of any remaining applicants still active in the posting. The hiring manager should disposition all candidates in PeopleAdmin, and when completed, the Talent Acquisition Manager officially closes the position in PeopleAdmin.

### Talent Acquisition Survey

The Talent Acquisition Manager sends the hiring manager the Talent Acquisition survey once the position filled. Survey results are share with HR leadership.

### Closing the Search File

All interview notes compiled by search team members should be forwarded to the Talent Acquisition Manager. Copies of applications, resumes, and cover letters should be shredded as these documents are maintained in the college's online application system. All documents related to the search are maintained for 3 years after the fill date.

## 9. Onboarding

THRIVE@CC is the onboarding program for new staff and begins during the Talent Acquisition process by sharing relevant information about the college and community. Upon the acceptance of the offer, the Talent Acquisition Manager coordinates onboarding support with the hiring manager and the new employees. The following components make up THRIVE@CC.

- Hiring Manager Onboarding Toolkit
- CC Ambassador Program
- CCNEW
- CCCONNECT
- 30 Day Onboarding Survey