

CCS Administrative Procedure

2.10.04 – A Personnel Selection

Implementing Board Policy [2.10.04](#)

Contact: Human Resources

1.0 Personnel Selection Objective and Responsibilities (summary of Board of Trustees Policy 2.10.04)

Community Colleges of Spokane (CCS) will adhere to merit-based personnel selection standards that ensure excellent operations, meet accreditation standards, provide students with a quality education, and affirm and promote diversity throughout CCS consistent with Board Policy 2.30.00 – Equal Employment Opportunity Policy Statement.

- 1.1 CCS recruitment and selection processes will comply with all regulatory statutes including Title VII of the Civil Rights Act of 1964, as amended, Americans with Disabilities Act of 1990, the Uniform Guidelines for Employee Selection, [WAC 131-16](#), [WAC 357-19](#), [RCW 49.60.030](#), and any future regulations or amendments as applicable.
- 1.2 CCS Human Resources Office is charged with administrating this recruitment and screening procedure in compliance with Board policy [1.50.02](#), [2.10.04](#), and [2.30.01](#) (hereby incorporated by reference) and consistent with this and related administrative procedures.
- 1.3 Authority for selection of personnel shall be made consistent with Board Policy [2.10.01](#)– Designation of Appointing Authority and Administrative Procedure [2.10.01-A](#).
- 1.4 The Chief Administration Officer or designee shall have the authority to terminate or extend recruitment as determined appropriate or necessary to ensure achievement of policy and procedural integrity.
- 1.5 Each institution's chief professional/technical administrator is responsible for ensuring professional/technical certification and ensuring minimum competencies of applicable faculty.
- 1.6 An employing official shall receive the appropriate internal approval in consideration of budget, position allocation, position function, staffing approval, and salary prior to requesting recruitment.
- 1.7 Executive recruitment will be conducted consistent with Board policy, but utilize procedures and processes developed specific to each individual recruitment. This procedure does not otherwise apply.

2.0 Equal Employment Opportunity

CCS has the continuing responsibility to set an example of equal opportunity practices and to conduct outreach where analysis of current employment shows under representation of historically disadvantaged populations. The principles of equal employment and nondiscrimination are incorporated into this procedure and the Human Resources Office shall have responsibility for monitoring compliance.

- 2.1 Reasonable Accommodation in Screening Process: If an applicant has a physical or mental condition which requires CCS to make a reasonable accommodation for the application or screening processes, they must notify the Human Resources Office at least three (3) working days prior to the date of need. It shall be the applicant's responsibility to notify CCS within this reasonable timeframe if such assistance is needed. Screening examinations given to people who have impaired sensory, speaking, or manual skills, and who have appropriately notified CCS of their need for accommodation, shall be given the screening examination in a format and manner that does not require use of the impaired skill, unless the test is designed to measure that skill for bona fide occupational reasons.

3.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 3.1 Applicant: An individual who submits all required application materials for an open position and is available and eligible for employment.
- 3.2 Appointing Authority: The position with the authority under Board Policy [2.10.01](#) and these procedures to make appointments of eligible persons to CCS positions.
- 3.3 Appointment: The assignment of eligible persons from a certified eligibility list to a permanent position within CCS.
- 3.4 Certification: The act of providing an employing official or Appointing Authority with the names of the appropriate eligible persons to be considered for appointment to fill a permanent vacancy. The Chief Administration Officer is the certification official.
- 3.5 Competencies: A cluster of related knowledge, skills, abilities and other personal characteristics (traits, motives and attributes) working together to produce outstanding performance in a given area of responsibility.
- 3.6 Conflict of Interest: An existing or prior personal or business relationship between an employing official or screening committee member and a candidate for employment that might affect consideration of that candidate.
- 3.7 Eligibility list: The list of names of all applicants and/or layoff/transfer employees eligible for appointment to a permanent position as determined by the Chief Administration Officer or designee.
- 3.8 Employing official: The administrator or supervisor designated by the Appointing Authority to exercise responsibility for requesting certification, interviewing eligible applicants, and recommending appointment to the Appointing Authority.
- 3.9 Family member: Includes spouse, significant other, domestic partner, child, grandchild, parent, grandparent, sibling, corresponding step relatives, corresponding in-laws, and corresponding relatives of employee's spouse, significant other, domestic partner of any other employee of CCS assigned to the same department, if such relative would directly be supervised by or be a supervisor of such employee, or where potential problems of safety, morale, security or conflicts of interest exist.
- 3.10 Permanent Position: An ongoing, budgeted position with expectation of continuation and rights granted under statute or contract. Exempted from this definition are at-will, temporary, in-training and/or project appointment positions.
- 3.11 Employment Category: The various categories of employment recognized by CCS, to include:
 - 3.11.1 Executive Position: All appointing authorities, vice president and officer positions of district administration.
 - 3.11.2 Administrator Position: A position listed under the category of "Administrator" on the Administrator/Exempt Salary Schedule.
 - 3.11.3 Exempt Position: A position listed under the category of "Professional" or "Confidential" on the Exempt Salary Schedule.
 - 3.11.4 Academic Position (also referred to as faculty): Any teacher, counselor, or librarian who is not otherwise excluded by [RCW 28B.52](#). Includes adjunct and annualized faculty for purposes of this procedure.
 - 3.11.5 Classified Position: A position subject to the provisions of [RCW 41.06](#).

- 3.11.6 Part-time Position: An at-will position not otherwise defined by the other employment categories listed in this procedure.
- 3.12 Subject Matter Expert: Individual considered by the Chief Administration Officer or designee to have an advanced knowledge or competency level in a particular subject.
- 3.13 Promotional Candidate: Any current CCS employee who has applied for an internal position that is paid at a higher salary than his/her current position, and meets the competencies and other requirements of the position.
- 3.14 Promotional Unit: One of the following recognized CCS organizational units or institutions, inclusive of its budgetary assigned centers, programs and service units:
 - 3.14.1 District Administration
 - 3.14.2 Spokane Community College ~~Institute for Extended Learning~~
 - 3.14.3 Spokane Falls Community College

4.0 General Standards of Qualifications

Prior to employment, the Appointing Authority shall be responsible to ensure applicants possess the requisite competencies, as follows:

- 4.1 Knowledge and Technical Skills: Scholarship, with credentials verified, and/or technical skills that represent appropriate study, training and skills in the proposed area of assignment.
 - 4.1.1 Academic Employee scholarship and/or technical skills shall mean:
 - 4.1.1.1 Liberal arts academic employees, including counselors and librarians, must have an earned master's degree from an accredited institution with emphasis in their teaching/service area. If no master's degree exists in the teaching/service area an exception may be granted in conjunction with a vice president-developed plan for meeting these requirements.
 - 4.1.1.2 Professional/Technical academic employees must meet state professional/technical certification requirements, to include:
 - 4.1.1.2.1 An earned master's degree from an accredited institution in the field of that position's educational service, or if not generally available;
 - 4.1.1.2.2 An earned Bachelor's degree from an accredited institution in the field of that position's educational service and appropriate professional expertise in the field of that position's education service, or;
 - 4.1.1.2.3 If a master's degree or bachelor's degree in the field of education service is not generally available, then the employee shall be particularly qualified to provide instruction in their area of specialization as demonstrated by possession of all of the following:
 - 4.1.1.2.1.1 Sufficiently broad and comprehensive training in the field of that position's educational service, and
 - 4.1.1.2.1.2 Industry recognized certification in the field of that position's educational service, when available, and

- 4.1.1.2.1.3 Two years of relevant work experience and/or relevant, current teaching experience that particularly qualified them to provide instruction in their area of specialization.
- 4.1.1.3 Dually certified academic employees must have a master's degree from an accredited institution with emphasis in their teaching/service assignment and must be able to meet state professional/technical certification requirements. An exception may be granted in conjunction with a vice president-developed plan for meeting these requirements.
- 4.1.1.4 Adjunct academic employees should possess the same credentials as those required of tenure-track academic employees, except as follows:
 - 4.1.1.4.1 Professional/technical adjunct academic employees teaching two-thirds annual load or more for the equivalent of three quarters, excluding summer, must meet the requirements of 4.1.1.2.
 - 4.1.1.4.2 Liberal arts adjunct academic employees teaching one-third annual load or more must meet the requirements of 4.1.1.1.
 - 4.1.1.4.3 Liberal arts adjunct academic employees teaching less than one-third annual load may minimally qualify with a bachelor's degree from an accredited institution in the field of that position's educational service, and must possess appropriate professional expertise.
- 4.1.2 Exempt scholarship and technical skills shall mean having a combination of education from an accredited institution and technical skills determined significantly predictive of future success performing the assigned duties.
- 4.1.3 Administrator scholarship and technical skills shall mean, for an academic administrator, having a master's degree from an accredited institution. For a non-academic administrator, having the equivalent of an earned master's degree from an accredited institution with emphasis in the area of assigned duties or a related field.
 - 4.1.3.1 Per [WAC 131-16](#) the chief professional/technical administrator shall have a master's degree from an accredited institution in a professional/technical instructional area, or equivalent administrator expertise as demonstrated by successful performance of broad administrator responsibilities.
 - 4.1.3.2 Per [WAC 131-16](#), administrators overseeing professional/technical programs must demonstrate a commitment to and understanding of professional/technical education.
- 4.1.4 Classified: scholarship and technical skills shall mean having a combination of education and technical skills determined significantly predictive of future success performing the assigned duties.
- 4.1.5 Part-Time: scholarship and technical skills shall mean a combination of education and technical skills determined significantly predictive of future success performing the assigned duties.
- 4.2 Experience-Developed Skills and Abilities: Expertise as a practitioner evaluated against established selection standards and confirmed by reference of associates and supervisors.

- 4.3 Traits and Characteristics: The traits, abilities and characteristics that, if possessed, would enhance the job success of an incumbent in a position. These traits, abilities and characteristics would differentiate between a successful and an unsuccessful incumbent and vary from position to position. CCS values the following traits/characteristics in all employment categories. The following shall be evaluated in all selection processes:
- 4.3.1 Promotes the welfare and best interests of students at all times.
 - 4.3.2 Understands and accepts the role community colleges play in higher education and the communities we serve.
 - 4.3.3 Ability to perform duties in a manner consistent with standards of professional decorum, applicable laws, regulations and goals of the institution and community and technical college system.
 - 4.3.4 Understands and values the contributions that a diverse workforce makes to the success of the organization and the students we serve.

5.0 Licensure/Certification Standards

- 5.1 Employees assigned duties that require special licensure and/or certification must meet all minimum licensure/certification requirements and maintain such licensure/certification as a condition of employment pursuant to the requirements of the appropriate licensing/accrediting body, SBCTC regulations or collective bargaining agreement.
- 5.2 Employees assigned duties that require special licensure or certification but who do not have current licenses or certificates will be placed on temporary unpaid leave, not to exceed one (1) year, until they provide documentation the required licenses or certificates are current.

6.0 Internal Layoff and Transfer Lists

- 6.1 Transfer/Voluntary Demotion Lists: Employees may request to be placed on the transfer/voluntary demotion list consistent with this procedure, unless modified by the terms of the applicable collective bargaining agreement.
 - 6.1.1 Classified employees shall submit request in writing to the Chief Administration Officer or designee and shall identify the position(s) for which consideration is requested.
 - 6.1.2 Approved requests will be placed on the appropriate transfer/demotion list for twelve (12) months from date of application and may otherwise be removed for any reason determined appropriate by the Chief Administration Officer. Candidates on the transfer/demotion list who possess the required skills and abilities, as identified on the position description, and who have indicated the appropriate geographic availability will be forwarded to the employing official for consideration.
- 6.2 Internal Layoff Lists: Employees may be placed on the internal layoff list consistent with this procedure, unless modified by the terms of the applicable collective bargaining agreement.
 - 6.2.1 Classified employees are eligible for placement on the CCS internal layoff list as a result of the following occurrences:
 - 6.2.1.1 Who are laid off or have been notified by CCS that they are scheduled to be laid off.
 - 6.2.1.2 Who accept a voluntary demotion in lieu of layoff.
 - 6.2.1.3 Who accepted less than comparable positions in lieu of layoff.
 - 6.2.1.4 Who have not successfully completed a trial service or transition review period.

6.2.1.5 Who remain in a position reallocated to a lower salary range.

6.2.2 To be placed on the internal layoff list the employee must notify the Chief Administration Officer or designee in writing within two-years of the qualifying event. The employee must also note any geographic limitations. The request will be reviewed and the employee notified of status. If the request is approved, the employee shall remain on the layoff list for a period of up to two years following the qualifying event.

6.2.3 Prior to recruitment, the employing official will consider employees on the appropriate layoff list by seniority who possesses the required skills and abilities on the position description and who has indicated the appropriate geographic availability. If the employee demonstrates they are minimally qualified, they will be appointed to the position and serve a Transition Review period.

7.0 Recruitment and Outreach

7.1 Recruitment activities will be administrated considerate of two fundamental principles. First, that as a publicly funded institution it is appropriate to provide all members of the public with equal opportunity to apply and be considered for CCS employment. Second, CCS recognizes the value, to both the employee and to the organization, of investing in our employees' development and in providing opportunities for career growth within the organization.

7.2 All permanently funded vacancies not filled from established eligibility lists shall be generally announced and active solicitation shall be undertaken designed to make aware qualified applicants who meet the minimum requirements.

7.3 When considering the appropriate recruitment strategy, CCS will first consider utilization of historically disadvantaged populations, required competencies, the availability of those competencies within the institution's existing workforce, and the need for diversity of experience, knowledge and skills in furthering student success. Following consideration, one or more of the following recruitment strategies, as determined appropriate by the Appointing Authority shall be utilized:

7.3.1 Promotional: exempt recruitment limited to all current employees of the identified promotional unit.

7.3.2 Internal Competitive: recruitment open to all current employees of CCS.

7.3.3 Open Competitive: recruitment open to all qualified candidates internal and external to CCS.

7.4 Outreach efforts designed to inform qualified members of historically disadvantaged populations of CCS vacancies shall be incorporated into each recruitment process.

7.5 Internal recruitments that fail to produce candidates that either the screening committee or Appointing Authority consider capable of executing the assigned duties will then be recruited as open competitive. This decision is binding and not subject to review. An internal candidate may not have his/her internal application transferred to the subsequent external recruitment, but must submit a new application.

8.0 Promotional (unit) Recruitment

8.1 For an exempt recruitment, where the employing official has determined in their opinion sufficient internal candidates exist who possess the desired competencies required of the position, they may propose to the Appointing Authority the vacancy initially be recruited as promotional only.

8.2 The Appointing Authority must verify through the Chief Administration Officer or designee current employment shows an absence of underutilization within the district and within

that specific job category. With verification, the Appointing Authority may authorize the vacancy be initially recruited promotional utilizing the following procedure:

- 8.2.1 A competitive process will be utilized. Announcement of the promotional recruitment will be conspicuously posted within the promotional unit for a minimum of ten (10) calendar days. Any current employee of that promotional unit may apply and be considered. To be considered, candidates must meet the minimum requirements for the position.
- 8.2.2 A representative screening committee, formed consistent with this procedure, shall conduct a screening of all applicants who meet the minimum qualifications and interview those candidates considered most qualified. Reference checks will be completed. The committee will recommend candidates to the employing official whom it believes are capable of executing the assigned duties. Appointment will be made only upon approval of the Appointing Authority.

9.0 Internal Competitive (district-wide) Recruitment

- 9.1 Where the employing official has determined in their opinion, sufficient candidates exist within the district that possess the desired competencies required of the position, he/she may propose to the Appointing Authority a vacancy be recruited as internal competitive.
- 9.2 The Appointing Authority must verify through the Chief Administration Officer or designee current employment shows an absence of underutilization within the district and within that specific job category. With verification, the Appointing Authority may authorize the vacancy be initially recruited internally utilizing the following procedure:
 - 9.2.1 A competitive process will be utilized. Announcement of the internal recruitment will be conspicuously posted throughout the district for a minimum of ten (10) calendar days. Any current CCS employee may apply.
 - 9.2.2 A representative screening committee, formed consistent with this procedure, shall conduct a screening of applicants who meet the minimum qualifications and interview those candidates considered most qualified. Reference checks will be completed. The committee will recommend candidates to the employing official whom it believes are capable of executing the assigned duties. Appointment will be made only upon approval of the Appointing Authority.

10.0 Open Competitive Recruitment

- 10.1 Where the employing official has determined it is appropriate to conduct an external recruitment, they may propose to the Appointing Authority a vacancy be recruited as open competitive, utilizing the following procedure:
 - 10.1.1 A competitive process will be utilized. Announcement of the recruitment will be conspicuously posted within the labor market considered most appropriate for the vacancy. Considerations of the appropriate labor market will include presence of historically disadvantaged populations, required competencies, and diversity of experience, knowledge and skills.
 - 10.1.1.1 Executive, Administrative, and Tenure Track faculty vacancies shall be recruited nationally.
 - 10.1.2 Open competitive recruitments will be posted throughout the district for a minimum of ten (10) working days. Any candidate may apply and be considered. Candidates must meet the competency requirements for the position to be considered.
- 10.2 A representative screening committee, formed consistent with this procedure, shall conduct a screening of all applicants who meet the minimum qualifications and interview those candidates considered most qualified. Reference checks will be completed. The committee will recommend candidates to the employing official whom it believes are

capable of executing the assigned duties. Appointment will be made only upon approval of the Appointing Authority.

10.2.1 The Appointing Authority may approve reimbursement of candidate's travel-related interview expenses. Reimbursement shall be non-discriminatory and follow all state regulations for allowable cost reimbursement. Please see administrative procedure [5.30.01-N](#).

11.0 Application Screening

- 11.1 The Chief Administration Officer or designee will screen applications against the position's minimum competencies to ensure only those candidates meeting the minimum competencies are forwarded for consideration to the screening committee.
- 11.2 All screening criteria to include: application screening tools, interview questions, in-basket exercises and presentations, reference questions, and etc. will be reviewed and approved as appropriate and job-related in advance by the Human Resources Office.
- 11.3 A screening committee will be established for all permanently funded vacancies.
- 11.3.1 Academic Screening Committees will be composed of three (3) members from the division in which the new academic employee will serve, an administrator, and a member-at-large. The Appointing Authority shall make the final committee appointments. The faculty members will be recommended by the department. The assigned faculty members and administrator will recommend to the Appointing Authority one (1) additional applicant to serve as the member-at-large. Attempts will be made to ensure gender and racial diversity of the committee. The administrator shall chair the committee.
- 11.3.1.1 Academic screening committees will review established job descriptions and qualifications for the position and recommend revisions, as appropriate. The appropriate vice president shall be the first level of approval for the revisions. The Human Resources Office is the final authority responsible for ensuring that the revisions are compliant with applicable laws, rules or regulations.
- 11.3.2 Exempt/Administrator Screening Committees will be composed of representatives from faculty, classified, and/or exempt/administrator staff with specific representation appropriate to the position vacancy. The Appointing Authority shall make committee appointments and will also assign an additional member as chair. Attempts will be made to ensure gender and racial diversity of the committee. If the employing official is on or chairs the screening committee, they cannot participate in any interview processes with candidates forwarded to the Appointing Authority or designee.
- 11.3.3 Classified Screening Committees will be comprised of a chair and other subject matter experts, with specific representation appropriate to the position vacancy. The employing official shall make committee appointments and may serve as committee chair. Attempts will be made to ensure gender and racial diversity of the committee.
- 11.3.4 Student membership may participate on screening committees but is not required.
- 11.3.5 Screening Consultant will be assigned to all administrator recruitments. This screening committee member is a non-voting, technical expert in Community Colleges of Spokane's recruitment process. This position will act as a liaison with Human Resources and the assigned committee chair to consult/advise on screening issues and will facilitate the screening process to ensure timelines are maintained. The consultant will attend all committee meetings, final interviews (as necessary) and gather all materials at the conclusion of the recruitment process.

- 11.4 The screening committee will be advised by a representative of the Human Resources Office or the assigned Screening Consultant about comprehensive, professional screening procedures, processes and protocols.
- 11.5 All conflicts or potential conflicts must be disclosed prior to the screening committee's consideration of candidates. The assigned Screening Consultant will determine whether the conflict or potential conflict disqualifies a committee member from participating in any of the steps of the screening process.
- 11.6 The screening committee will develop job-related, objective criteria beyond the position's minimum qualifications and use those criteria to screen the qualified pool of applicants down to a list of three (3) or more finalists who represent, in the consensus opinion of the committee, the best qualified to perform the position in question. This comprises the certified list for the position.
- 11.7 Screening committee members are responsible for protecting the confidentiality of all information made available or produced during the screening process. In accepting committee membership, each member assumes the responsibility to guard candidate name and status, the outcome of committee evaluations, and the content of committee deliberations. Violations will be cause for removal from the screening committee and potentially termination of the screening process for that position.
- 11.8 The committee will recommend in writing to the employing official or Appointing Authority as appropriate, a minimum of three (3) finalists in alphabetical order (unless specifically waived by the Appointing Authority and Chief Administration Officer). Additionally, the committee may be charged by the employing official with providing additional information. This list is certified upon receipt.
- 11.9 The employing official will inform the committee of proposed offer(s) of employment or other proposed action, as appropriate.

12.0 Certification

Once an eligibility list has been established, it may be certified for other significantly similar vacancies that occur within six (6) months of the establishment of the eligibility list. No list may be used for vacancies that are not determined significantly similar by the Chief Administration Officer or designee and no list may be used beyond its certification date.

13.0 Nepotism

- 13.1 Community Colleges of Spokane shall recruit the best qualified person for all positions and consideration shall be based solely on merit. Family relationships shall not be used as a basis for denying rights, privileges, or benefit of regular job status.
- 13.2 Family members shall not be placed into a conflict of interest situation by serving on screening committees or recommending employment of family members.
- 13.3 Family members shall not be assigned to the same department, if such family member would directly be supervised by or be a supervisor of such employee, or where potential problems of safety, morale, security or conflicts of interest exist.

14.0 Appeals

Appeals may be made by applicants regarding any part of the recruitment or screening processes. Appeals concerning the contents or conduct of the screening process must be made within twenty (20) working days after the date the results were mailed. The Chief Administration Officer or designee shall review the circumstances and concerns. Appeals shall not impede the normal appointment process. Appointments made will not be reversed in the absence of any wrongful

conduct/action on the part of the appointee or a finding the appointee fails to meet the minimum qualifications.

15.0 Selection and Job Offer

- 15.1 The employing official or Appointing Authority as appropriate shall receive the recommendations of the screening committee and shall act upon those recommendations. The employing official or Appointing Authority retains the right to further evaluate the applicants and to consider additional information. The employing official makes an appointment recommendation to the Appointing Authority. Neither the employing official nor the Appointing Authority may consider applicants not forwarded for consideration under this procedure.
- 15.2 Only the Appointing Authority can make a binding offer of employment to an applicant. This offer is conditional pending receipt of an acceptable pre-employment criminal background check. No other types of offers will be recognized as binding upon CCS. The Human Resources Office shall be immediately notified of any accepted offer of employment.
- 15.3 The Human Resources Office will notify those candidates not placed on the eligibility list. The screening committee chair or employing official as appropriate will notify the candidates interviewed but not selected for the position.