

# **Guidelines for Hiring Administrators and Staff Employees**

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Office of Human Resources**

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## Welcome

### Office of Human Resources You're Starting Point for Hiring

This training will prepare you recruit and hire great employees in ACC's Administrators and Staff (Professional-Technical and Classified) roles. The Office of Human Resources is available to assist you in the employment process. We are committed to providing you with the tools and services that you need to be effective in this endeavor. We want to ensure a quality process for the hiring of well qualified employees who will be committed to our students. To that end, the selection and employment process must be consistent for each applicant. It must provide applicants with the opportunity to demonstrate why they are the best applicant for each available teaching position. If you have questions about the process after you've completed this training module, please contact us.



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# Staff Hiring Process Overview

1. Supervisor completes an e-Hire Separation on behalf of a departing employee, or receives a written approval of a new/reclassified position (Position Change & Budget Approval form).
2. Supervisor completes online requisition in e-Hire; requisition includes a job description.
3. Next Level Supervisor edits job description and/or approves requisition in e-Hire.
4. HR Compensation contacts Supervisor if there are questions about the job description.
5. HR Employment prepares job posting for Friday advertising for all requisitions received by 5 p.m. each Tuesday.
6. Job posting is listed on ACC website posted as “new” at 2 p.m. on Friday; also advertised in Sunday’s newspapers, Channel 19, and the Texas Workforce Center.
7. People apply online and applications are received in e-Hire.
8. Supervisor creates and submits online hiring committee in e-Hire; committees are reviewed and approved/declined by 2<sup>nd</sup> level supervisor and HR Employment Manager.
9. HR Employment pre-screens applications for education requirements and releases online applications in e-Hire to Committee Chair on the Monday after the closing date of a position.
10. Committee Chair reviews applications in e-Hire; also has the option to pre-screen for work experience prior to releasing applications to the committee. In such circumstances, committee members will only be able to view applications for qualified applicants.
11. Committee Chair releases online applications to committee members in e-Hire. Committee Chair has the option to screen out candidates in e-Hire who don’t meet the minimum work experience and release only qualified applications to the committee.
12. \*Each committee member logs into e-Hire and reviews applications and screens for work experience.
13. Committee Chair convenes committee to conduct the following activities:
  - Discuss hiring process, review applications and evaluate credentials;
  - Create selection criteria and interview questions;
  - Select candidates to interview; Committee Chair invites candidates to interview and enters scheduled interviews in e-Hire;
  - Interview candidates; provide each with criminal background check disclosure forms.

14. Committee identifies candidate(s) and makes recommendation(s).
15. Committee Chair checks references of top candidates; references must be from a candidate's past or present supervisor, or an employer's Human Resources office.
16. Committee Chair submits a recommendation in e-Hire.
17. Committee Chair hand delivers hiring paper work to HR Employment.  
Hiring Paperwork: (2) reference check forms, interview evaluations, and criminal background check disclosure forms.
18. Next Level Supervisor approves recommendation in e-Hire.
19. HR Employment audits hiring paperwork, conducts pre-employment criminal background checks, and clears candidates for job offers.
20. HR Compensation conducts salary placement process and extends offer of employment.
21. HR Compensation contacts Committee Chair schedules employee for New Employee Orientation.

*\*Committees may select to review applicant pool online; each member may then print only the applications of interest to bring forth to the committee for further discussion.*

# E-Hire: Applicant Tracking and Employment Management System

Austin Community College (ACC) utilizes e-Hire, an online applicant tracking and employment system to navigate through its employment processes. E-Hire allows applicants the convenience of applying for ACC jobs online. It also allows the following activities for ACC Supervisors and their hiring committees:

E-Hire URL: <http://www5.austincc.edu/ehire/mod1/login.php>

- Post job postings
- Separate Employees
- Create requisitions
- Create Hiring Committees
- Schedule Interviews
- Send Applicant Interview Reminders
- Download applications
- Release applications online for committee review
- Submit employment recommendations.

## Suggested Timeline for Hiring Administrator and Staff Positions

Committee Chair's are encouraged to seek and identify qualified viable candidates to **fill vacant positions 6 weeks** from the time a vacancy closes from the ACC website. Hiring Committees are expected to actively participate in the review of application materials submitted for vacant positions. Committees should seek the assistance of HR Employment when additional advertising and/or recruiting activities are needed. It is the responsibility of the Committee Chair to stay in communication with HR Employment regarding the committee's hiring status. It is HR Employment's responsibility to appropriately advertise and communicate the status of position vacancies to applicants applying for ACC jobs.

## Advertising Position Vacancies

Prior to advertising a job vacancy, Supervisors must first complete an e-Hire separation on behalf of employees departing the college and/or position. Departing employees will have the opportunity to confirm the reasons for their departure in the e-Hire separation. Supervisors may override the employee's separation confirmation if the employee has already left the College and is unavailable to confirm the separation.

## Advertising Position Vacancies continuation...

E-mails are sent to the Supervisor within 1-3 days after the departing employee confirms their separation. This e-mail will let the Supervisor know when their requisition is available in e-Hire. Supervisors may then log back into e-Hire and complete an online requisition that will allow them to advertise a position vacancy. Edits to job descriptions can be made within the e-Hire requisition prior to advertising. E-Hire can be found online at [www.austincc.edu/hr/](http://www.austincc.edu/hr/).

## New Positions

Prior to advertising new positions, Supervisors must complete a *Position Change & Budget Approval* form. Forms are located online at:  
<http://www3.austincc.edu/it/eforms/frontpage.php?ID=HURE.044>

Approved Position Change & Budget Approval forms are forwarded to HR Records. HR Records releases requisitions to Supervisors in e-Hire. Supervisors are notified by e-mail when requisitions are available for their review.



## Job Posting Deadlines

In order to meet weekly advertising deadlines, HR Employment must receive approved e-Hire requisitions by 5:00 p.m. each Tuesday. Positions are first posted on the ACC website on Fridays at 2:00 p.m. Each position will be advertised to the public marked “new” for one week.

## Advertising

HR Employment prepares ads for each vacancy to appear in the classified sections for the upcoming Sunday’s newspaper. Ads will appear in the Austin American Statesman, The La Prensa and the Villager newspapers. New vacancies are also prepared for advertising with the Work Source Centers (formerly known as the Texas Workforce Center) and ACC’s dedicated television cable channel 19. The Office of Human Resources pays for the initial cost of ads. Ads will appear in the newspapers for one Sunday only unless otherwise requested by the Committee Chair. Departments are responsible for associated costs when requesting ad placements for more than one week.



## Specialty Advertising

Hiring Committees may also find a need to request Specialty Advertising. Specialty Advertising are ads placed in a specialty publication that is geared towards higher education and publications that are related to specific industries/fields. Specialty Advertising may also include online advertising with job boards, education institutions, and/or professional organizations. Departments are responsible for all costs associated with Specialty Advertising. Committee Chairs can request Specialty Advertising in the “Postings” module in e-Hire. HR Employment will make arrangements to appropriately transfer funds from a department’s account to cover the cost ads. All costs will be agreed upon in advance prior to advertising. In some cases HR Employment has already subscribed for unlimited ad placement services with various vendors. In such cases, departments will not be charged for any ad costs.

## Commitment to Diversity

ACC’s commitment to diversity is based upon the recognition that a diverse and talented community is a key competitive advantage. Our institution’s success is a reflection of the quality and skill of our people. We recognize that each employee brings his/her own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the College and in all that we do.

ACC welcomes applications from all interested persons. We believe that employees from a variety of cultural backgrounds provide us with valuable knowledge that enables us to provide quality education to a diverse student body. The Austin Community College District is an Equal Opportunity Employer

## Application Process for Administrator and Staff Position Vacancies

Applicants are encouraged to apply for Administrator and Staff full-time and part-time positions by submitting an online ACC Employment Application at [www.austincc.edu/hr/apply](http://www.austincc.edu/hr/apply). Applicants who submit online employment applications will receive an e-mail confirmation upon each a successful submission. ACC’s preferred method of receiving applications is online from the college web site. In order to be considered for employment, applications must be submitted by the closing date of an advertised position. Resumes, cover letters and vitas may *not* be submitted in lieu of an application; however, they may accompany applications. E-Hire allows applicants to only apply for the same job (title and job #) once. Applicants who wish to update an application for a position that they previously submitted an application must print and re-submit their updated application to HR Employment in a paper format. E-Hire will only allow applicants to submit one application per job.

# Transcripts

Official transcripts are required for all candidates who are offered positions that require degrees. Transcripts must be on file in Human Resources within the first 30 days of employment. New employees/candidates may instruct their educational institutions to mail their transcripts (indicating the degree that qualifies them for a position) directly to ACC's Human Resources office. Photocopies of transcripts and transcripts stamped "Issued to Student" are not accepted. Transcripts are immediately scanned into Fortis, ACC's document management system upon arrival. It is the responsibility of both the employee and the Supervisor to ensure the transcript is received in Human Resources in a timely manner.

The Office of Employment and Outreach Services manages all Applicant transcripts. Applicants may instruct their education institutions to mail their transcripts to:

Highland Business Center  
**Attention: E.M. Breedlove**  
5930 Middle Fiskville Road  
Austin, Texas 78752

The Human Resources Records Office manages all Employee transcripts. Employees may instruct their education institutions to mail their transcripts to:

Highland Business Center  
**Attention: Bobetta Burns**  
5930 Middle Fiskville Road  
Austin, Texas 78752

# Internal & External Job Postings



ACC employees and non ACC employees are eligible for employment consideration for positions advertised externally to the public. Only ACC employees are eligible for employment considerations for internal job postings. ACC Hourly employees are also eligible to apply for internal positions.

Vacant positions of leadership i.e. vice presidents, supervisors, managers, and directors positions must be advertised externally where ACC employees and those who are not employed with the College may compete for employment consideration.

# Job Postings and Closing Dates

Closing dates are assigned to each job posting at the time a position is advertised on the ACC website. External positions are assigned closing dates that are approximately ten business days from the posting date. Internal positions are assigned closing dates that are approximately 5 business days from posting dates. **Applicants must submit their applications by the advertised closing date in order to be considered for employment.**

Hiring committees may request to extend their closing date in order obtain a wider applicant pools. However, a job postings' closing date cannot be shortened after it is advertised to the public.

## Obtaining Applications for Review

**HR Employment releases the first batch of application to the Committee Chair on the Monday after the closing date of a position.** Some positions may have a larger than average applicant pool, thereby requiring HR Employment to take additional time to pre-screen applications.

E-Hire e-mails are sent to Committee Chairs notifying them that their application packets are ready for review. Committee Chairs will have access to review applications after the following activities occur:

- HR Employment pre-screens applications for the minimum education requirements;
- Supervisor designates a Committee Chair and creates a committee in e-Hire;
- The second-level Supervisor and HR Employment Manager approve the membership of the hiring committee.

## Confidentiality

Participating on an ACC hiring committees involves the communication and handling of sensitive information. Each committee member is responsible for maintaining the confidentiality of applicant information and the exchange of written and verbal communication. Comments and/or decisions derived from a committee should remain confidential while a position is vacant and after the close of a position.

Committee members are encouraged to refer all applicant inquiries regarding the status of their application to HR Employment. Applications are to be kept in a safe area where it cannot be viewed by outside committee members. ACC employees are encouraged to contact the Employment Manager whenever there are questions/concerns about breeches of confidentiality or questions regarding the activities of a hiring committee. The Employment Manager can be reached by telephone or e-mail at (512) 223-7015 or [ebreedlo@austincc.edu](mailto:ebreedlo@austincc.edu).

# Committee Chair's Roles and Responsibilities

The role of a Committee Chair is to lead and facilitate the hiring committee through the application review, interviewing, and selection process. Committee Chairs are typically Supervisors of vacant positions who are responsible for the following activities:

- Creating a diverse hiring committee by considering various diversity factors i.e. gender, ethnicity, longevity, job classification;
- Ensuring confidentiality amongst the hiring committee;
- Making sure all committee members proactively participate in the hiring process;
- Gauging applicant pools and identifying recruiting needs;
- Making sure the opportunities for open and respectful dialogue amongst committee members are available;
- Requesting applications for committee review;
- Coordinating interview schedules and securing a comfortable room for interviewing;
- Welcoming candidates and creating and maintaining a relaxed atmosphere for the interviews;
- Describing the general nature of the position and position expectations to committee members;
- Ensuring that the agreed upon list of questions is used for each candidate, and that any follow-up questions are job related and legal;
- Affording candidates the opportunity to ask questions;
- Advising interviewees of the anticipated timeframe for final selection;
- Thanking candidates at the conclusion interviews.

## Composition of a Hiring Committee

Committees that advertise positions **externally** to the public must have a minimum of four ACC voting members (including the Committee Chair) participating on a hiring committee. Committees advertising **internal** positions need only three committee members (including the Committee Chair). Committee Chairs are to recruit committee members by incorporating the following diversity factors in their selection process:

- **Ethnicity and Gender:** Representation of both male and female and employees of at least two different ethnicity groups should participate on any given hiring committee.
- **Longevity:** Committee membership should have individuals who have been employed with ACC over an extended period of time along with those who have been employed for shorter periods of at least 10 to 12 months.
- **Job Classification:** Committee membership should be a make-up of at least two different job classifications i.e. Administrator and Professional-Technical employees, or Classified and Professional-Technical employees. However; Committee Chairs are encouraged to seek representation from all employee groups whenever possible.
- **Outside Representation:** Committee Chairs are also encouraged to seek at least one committee member who does not work in the department. This will further support committee efforts when evaluating and providing unbiased feedback.

## Community Participation (non employees) on ACC Hiring Committees

Committee participation from individuals who are not ACC employee but are assigned to work closely with future incumbents of ACC positions can be beneficial to the future success of a program. On occasion, Committee Chairs have the option of inviting such individuals to participate on ACC hiring committees. This is only appropriate when non ACC employees are affiliated with an organization that partners with an ACC program i.e. an independent school district and ACC's Early College High School programs.

Committee members who are not ACC employees may only act as an advisor to the committee. Participation in creating position criteria, creating interview questions, witnessing interviews, and providing committee input are acceptable activities for all committee members. However, **only ACC employees may participate in submitting written evaluations of interviews and recommend candidates for employment.**

# Required Committee Activities

Committee members are expected to conduct the following activities:

- Review the job posting and job requirements;
- Discuss the scheduling of interviews;
- Determine the length of the interview;
- Review and gain agreement regarding the interview questions and format of the interview;
- Assist in the development of interview questions;
- Assign questions to committee members;
- Screen and evaluate applicants' work experience and credential;
- Be present for all scheduled interviews;
- Evaluate candidate interviews;
- Participate in open and respectful dialogue pertaining to candidate selection and employment recommendations;
- Make recommendations for employment.

## Applicant Pools

Committee Chairs are encouraged to partner with HR Employment to ensure applicant pools are sufficient in size to identify candidates to interview. Committees may need additional advertising if applicant pools are low and need additional advertising. A healthy applicant pool consists of 20 or more applications with evidence of competitiveness in job related work experience and education. Positions posted internally typically have a healthy applicant pool of three or more qualified applicants. Committee Chairs must seek consultation with the Employment Manager prior to making employment recommendations for internal positions with less than three qualified applicants.

## Screening Applications

The Committee Chair should involve his/her committee members as much as responsibly possible when screening applications. **Decisions as to who is selected to interview should not be made by any one person on the hiring committee.** If the Committee Chair is unable to convene their entire committee to screen applications then he/she should get the commitment of one or two committee members to assist with screening.

Screening applications is a shared process. HR Employment and committee members should screen according to the following description:

- HR Employment is responsible for screening for the minimum **education** and **license/certificates** required prior to the hiring committee's screening, interview and selection process. Applicants who do not meet the minimum education requirements will be notified by e-mail.
- The Hiring Committee is responsible for screening for the required **related amount of experience** as advertised in each job posting. Hiring committees may **only select interviewees who meet the minimum requirements.**
- The Committee Chair is responsible for ensuring that the committee's candidate selection for employment meets the minimum requirements (*education, license/certificates, and related amount of experience*) prior to recommending candidates for employment.

## Applications Screening Criteria

Committee members are responsible for ensuring that all applicants that are invited to interview meet the minimum requirements for an advertised position vacancy. Listed below are the screening criteria in which committees are to follow during the screening of applications.

- A candidate's education must match or surpass the minimum educational level required by a vacant posted position. Work experience cannot be substituted for education unless otherwise noted in the job posting. HR Employment pre-screens applications for education requirements.
- Internships and Volunteer work experiences may not be counted towards the minimum requirements of a position.
- A candidates' work experience must either directly relate to the duties and responsibilities of a position, or closely relate to a position.

## Applications Screening Criteria continuation...

- The work experience of an applicant must be at least 6 consecutive months or longer in duration. Positions that are exceptions to this rule are sign language interpreters and lab technician positions working in the sciences. Work experience must be a minimum of 19 hours per week. Part-time work is 19-34 hours per week. Half-time credit is given for part time work, thus one year of part-time work is equal to six months full time equivalency (FTE).
- Full-time work is 35-40 hours per week. One year credit is given for each completed year of related work experience presented.

## Interview Selection

Committee Chairs should involve the participation of the hiring committee when selecting interviewees. **Only those candidates who meet the minimum qualifications of a position may be invited to interview.** Committee members may contact candidates by telephone to obtain additional information or clarification about a candidates' employment history prior to extending an invitation to interview. However, **Committee members should refrain from making job offers, or inform candidates that they are being recommended for a position.**

## Interviewing Ethics

Committee members are expected to ensure unbiased consideration of the applicants. Committee members are not to interview relatives or provide recommendations for and/or interview candidates with whom they have a history that affects their ability to be objective.

Each candidate should be treated with respect and given full consideration. Committee members should refrain from making unnecessary comments, exhibiting negative verbal or nonverbal communication, sending signals via body language or comments, or otherwise indicating satisfaction or dissatisfaction with candidates' responses to questions. Each candidate expects and deserves our gratitude and respect for their interest in employment at Austin Community College.

# Pitfalls to Avoid in Interviews

## 1. Unconscious bias

Interviewers sometimes relate to applicants' differences based upon how comfortable the interviewer is with the applicants' background, appearance, and characteristics, often connecting more readily with applicants who have backgrounds similar to their own. Interviewers should be aware of these biases.

**The following are common biases to steer away from:**

- Gender bias
- Ethnic/racial bias
- Disability bias
- Maintenance of the status quo, or staying with what's comfortable

## 2. Rigid notions of excellence

Interviewers are to search for evidence of innovation, creativity and novel approaches in the candidates they interview. ACC has a wide variety of students and employees from various backgrounds so our employees must be able to communicate effectively to all.

Refrain from the following pitfalls:

- Giving preference to those who have traditional career paths
- Seeking pedigree
- Acknowledging pure vs. applied scholarship

## 3. Biased references

Take into account the source of information when contacting references; information obtained must be objective and professional in nature. Reference checks may only be conducted by the Committee Chair

Be aware of:

- Unconscious bias from referral sources
- Potential for bias if candidate has scholarly interest in historically marginalized groups, or other emerging/controversial areas of scholarship

## **Pitfalls to Avoid in Interviews continuation...**

### **4. Style vs. Substance**

Interviewers should make attempts to identify various styles and cultural differences. Identify the following:

- Cultural characteristics
- Communication styles

### **5. Be sensitive to minority viewpoints of committee members**

Refrain from the following pitfall:

- Not allowing minority viewpoints to be heard.

## **Preparing Interviews Questions**

Prior to conducting interviews the Committee Chair must arrange a meeting with the committee to develop interview questions and screen applications. All agreed upon questions must be asked of each interviewee. Follow-up questions are allowed at the end of the interview process if time permits. Committee members may utilize the sample interview questions located in the forms section to create their own interview questions.

All interview questions must be job related. Do not ask applicants questions pertaining to their marital status, age, type of vehicle, sexual orientation, and living arrangements. Committee members are cautioned to exercise great care in the comments made either preceding or following interviews as they could be misinterpreted by candidates.

The purpose of interview questions is to learn about the candidate's work experience, his/her knowledge, skill, and abilities, his/her management style and his/her career and professional goals from a variety of angles. Additionally, the interview questions should give the interviewers an idea of the candidate's motivation to perform and experience working with a diverse workforce. An excellent predictor of future job performance is past job performance.

## Preparing Interview Questions continuation...

What are some general procedures to develop the interview questions? A well prepared job description is critical in developing interview questions. Using the list of experiences, skills, characteristics, and subject matter knowledge develop from the job description a series of questions. Then measure knowledge, skills and ability needed to do the job.

- Do not focus on specific college rules, regulations, and policies, the applicants are not expected to know such information.
- Be open-ended requiring more than a yes or no response.
- Do not be predictable or telegraph the response that is being sought.
- Allow the interviews to explore the candidate's current and previous positions and search for the highlights of these experiences.
- Allow the interviewers to uncover the candidate's preferences and work behaviors.
- Focus on the candidate's professional skills and knowledge
- Seek information about the candidate's management style (when applicable), as well as his/her preferences regarding management style of the supervising manager.

Sample Interview Questions can be found online at [www.austincc.edu/hr/forms](http://www.austincc.edu/hr/forms)

Prior to the start of an interview Committee Chairs are to ensure that the interview room is properly arranged and the temperature of the room is at a comfortable setting. **Committee Chairs should convene their hiring committee 15- 20 minutes prior to the start of an interview.** Committee Chairs should provide a brief overview of the position, review and designate the interview questions to committee members in which each will address to invited guests.

**The Committee Chair is responsible for providing the following materials to each committee member at the time of interviews:**

- ✓ A copy of the job posting (found in e-Hire application packet)
- ✓ A copy of the interview schedule
- ✓ Copies of candidate's application materials
- ✓ Copies of "Interview Evaluation" forms, or "Interview Rating Weight Approach" form for each interviewee scheduled to interview.

# Interviewing Strategies for Use with Applicants Who Have Disabilities



## The Right Way to Gauge an Applicant's Suitability

Interviewing is an art. The interview is a stressful time for all parties. Some of the traditional barometers we rely on in evaluating applicants – subtle cues such as body language, communication style, and social skills – are not always reliable when dealing with people who have disabilities. A firm handshake and upright posture can indicate confidence and respect, but don't make false assumptions based on a person's inability to communicate with his or her body in the expected manner.

You can become aware of a person's disability during an interview in one of three ways: (1) It is readily apparent; (2) the person voluntarily brings it to your attention; (3) or you ask a question about the person's ability to perform a function of the job that raises the issue of the need for an accommodation.

The key legal concept for job interviews under the ADA is that questions not be asked that focus on a person's disability. Always focus on the ability of the person to do the job. Questions should be for the purpose of obtaining specific information that will help determine whether the person will be a productive faculty member. If an applicant says that he or she cannot perform an essential job function even with an accommodation, the applicant is not qualified for the job.

If the disability is evident or the person has brought it to your attention, you may ask how the person would perform the job, with or without reasonable accommodation.

If an applicant is blind, you could say, "The safety standards of this job require that the employee be aware of the chemicals that they are working with in the lab. How would you be aware of which chemicals you are handling? How might we accommodate you in that activity?"

The ADA categorically prohibits "fishing" for information about a candidate's physical or mental condition on an application form or during an interview. You may inquire only about the person's ability to perform specific job-related functions. For this reason, you must know the posted requirements of the position and the "essential" functions of that position.

## Examples:

Ø It is a violation to ask, “Have you had to miss a lot of class days because of illness?” or “Do you expect to need a lot of time off from work because of a physical or mental condition?” You may, however, explain the attendance expectations or the unique requirements for teaching and ask if the applicant can adhere to these standards.

Ø In interviewing a candidate who appears to have a disability, you may not ask, “How did you lose your arm?” You may, however, explain the position/teaching requirements and ask the person to explain how he or she would use the computer, tools or equipment to perform the position’s requirements.

### What You Can’t Ask

Asking an applicant the following kinds of questions would be a violation of the ADA:

- How many times were you absent from your job because of illness?
- Are you taking any medications?
- Have you had a major illness in the last five years?
- Do you have any physical defects that preclude your performing certain tasks?
- Do you have any disabilities that would affect your performance in the position for which you are applying?
- Is there any health-related issue that would prevent you from doing the general type of work for which you are applying?
- Have you ever been treated for any severe conditions or diseases?
- List any conditions or diseases for which you have been treated in the past three years.
- Has anyone in your family ever had any severe or terminal illness?
- Have you ever been hospitalized? For what?
- Have you ever been treated for a mental disorder?
- Have you ever been treated for drug addiction or alcoholism?
- Have you ever filed for worker’s compensation benefits?

## **Applicants Who Are Deaf or Have a Hearing Impairment**

When communicating with applicants who have a hearing impairment:

- Face a person who reads lips. Speak slowly and distinctly. Avoid using gestures near the face, since this is distracting. A beard or mustache may interfere with a lip-reader's ability to see the movement of your lips.
- A sign language interpreter should be positioned properly. He or she should sit next to you so that the hearing-impaired person can easily shift his gaze back and forth from the interpreter to you.
- If a sign language interpreter is needed for an interview, please contact the Office for Students with Disabilities at 223-6151.
- Do not refer to a deaf person as deaf and dumb; many deaf persons have the ability to speak.
- It is appropriate to tap the hearing-impaired person on the shoulder or wave your hand to establish visual contact.

## **Applicants Who Have a Vision Impairment**

When communicating with individuals who have vision impairment:

- It is not necessary to speak louder. Also, you should not stop talking when a blind person is approaching you since he or she relies on the sound of your voice for direction.
- When a blind person enters your office, it may be helpful to extend your arm to guide him or her to a chair.
- If there are other individuals in your office, a blind person may not be aware of this. Therefore, introduce each person by name and indicate where they are sitting in the room relative to where the blind person is seated.

## **Applicants Who Have a Mobility Impairment**

When communicating with an individual who has mobility impairment:

- Do not presume that he or she needs assistance. An individual in a wheelchair will not normally require your help to enter a room.
- Provide assistance if you are asked to do so.
- Be prepared to tell the applicant the location of wheelchair ramps, accessible restrooms, etc.

## Applicants Who Have a Speech Impairment

When interviewing a person who has a speech impairment:

- If you cannot understand the person's response, ask him or her to repeat it.
- You may lose valuable information if you do not follow-up on answers that are confusing or that don't make sense to you.
- Relax while listening. Your ear will adjust more quickly to the sound of the applicant's speech.

### Confidentiality as it refers to ADA

Employers may not inform employees, students or others of accommodations that are made for a disabled applicant or employee. The ADA's confidentiality requirement concerning an individual's medical condition allows only three exceptions under which others may be told of a disability:

- Supervisors and managers who need to know in order to make accommodations
- First aid and safety personnel
- Government officials investigating compliance with the ADA

## Evaluating Interviews

Hiring Committees may agree to utilize the "**Faculty Employment Interview Evaluation**" form, or they may choose the "**Weighted Criteria – Interview Rating**" form. Each committee member must agree to use the same interview evaluation tool/form for any given hiring committee.

The "**Faculty Employment Interview Evaluation**" form is the interview evaluation tool most widely utilized by ACC hiring committees. Each committee member participates in the interview process by presenting questions to interviewees. After each interview is conducted, committee members are asked to complete the form, which assesses a candidate's responses and behaviors in a variety of areas, including but not limited to: knowledge of job field, comprehension.

The "**Interview Rating - Weighted Approach**" form is a second interview evaluation tool in which hiring committees may choose to use in the interview process. It is utilized to aid the decision making process when the committee is seeking a tool to help further differentiate one candidate from the next. This form provides committees an opportunity to establish hiring criteria, create interview questions and assign each question a weight. Weights of from 1 (Important) to 3 (Critical/vital for job success) are assigned to interview questions according to the importance of the response to the needs of the position.

## Evaluating Interviews Continuation

Weights should be agreed upon and assigned to interview questions by the committee as a whole. Interview questions with their assigned weights must remain the same for all candidates interviewed for any given position. As interviewees respond to each interview question, each committee member assigns a rating of from 1 (Insufficient) to 5 (Excellent) according to how he/she feels the interviewee answered the question.

**Please Note:** Numeric scores are helpful to guide your judgment, but are not a substitute for good judgment. Candidates near the borderline between categories (qualified, highly qualified, and overqualified) deserve extra scrutiny to determine which category they best fit, regardless of numeric score. Therefore, employment recommendations should not be based solely upon the highest scores/ratings. Evaluation results should stimulate committee discussion and assist members in arriving at a sound decision.

## Committee Employment Recommendations

### Reaching Consensus about Candidate Recommendations

At the conclusion of the interview process, the hiring committee should discuss the outcome of all interviews. Since the goal of the hiring committee is to seek qualified candidates who are best suited for the position, the needs of the department and the needs of the College, a thorough conversation should take place. The work experience, credentials, and the information provided in response to interview questions, should be considered in relation to the criteria created for each position.

The Committee Chair is responsible for ensuring that the committee engages in dialogue that allows members to feel comfortable, empowered and part of the decision making process. Committees are to identify a top candidate in which they wish to recommend for employment from a majority vote.

## Checking References

Committee Chairs are responsible for checking the references of top candidates recommended for employment by utilizing ACC's Employment Reference Check form. **References may not be obtained prior to conducting interviews.** A minimum of two professional references must be obtained for each candidate, regardless of whether the candidate is internal or external. Committee Chairs are asked to refer to the "Employment" section in the application when obtaining references. There you will find a candidate's Supervisor contact information. When obtaining professional references, Committee Chairs are required to verify dates of employment, title, supervisors' name and phone number. If the employer will not answer the remaining questions listed on the *Employment Reference Check* form. The Committee Chair should document if it is the company policy not to respond to certain/all questions.

### **Checking References continuation...**

It is important that Committee Chairs consider all of the information gathered from all the references. Do not be overly swayed by one negative reference. One negative reference may be the result of a strained interpersonal relationship. In such situations we encourage the Committee Chair to seek additional professional references.

Reference checks may be difficult because many companies avoid providing detailed information regarding the applicant. Applicants not hired may sue their current or prior employer for giving a defaming reference.

When obtaining information from personal references Committee Chairs are to verify the following information on a separate page:

- How long has the individual known the candidate (# of months/years)?
- How they are associated with the candidate i.e. friend, family member?
- What (in their opinion) is the candidates' overall character?

## **Criminal Background Checks**

Criminal Background Checks are required for candidates recommended for Administrator, Professional-Technical, and Classified positions. ACC conducts pre-employment background checks with the institution's third party approved vendor, Lexis Nexis. Offers of employment will be made to final candidates only after criminal background checks have been conducted with satisfactory results. All convictions are evaluated according the job that will be conducted, the date of the offense and the current status of the candidate as it relates to the offense i.e. probation. Candidates have the right to appeal retractions of job offers that result from an unsatisfactory criminal background check.

Criminal Background Check Disclosure forms may be found online at:

[http://www3.austincc.edu/it/eforms/forms\\_int/HURE.053.pdf](http://www3.austincc.edu/it/eforms/forms_int/HURE.053.pdf)

## Offers, Acceptances, and Declines of Employment

HR Compensation will contact the Supervisor by e-mail when a candidate has accepted or declined a position. Supervisors will need to contact HR Employment if a candidate declines a position. The Supervisor will be asked to identify a second candidate from the current applicant pool. If a second candidate cannot be identified, then the position should be reopened to obtain additional applications.

## New Employee Orientation

HR Compensation schedules all new employees to the next available New Employee Orientation date. Orientations are conducted the first three Mondays of the month from 8:30 a.m. – 5:00 p.m. Supervisors are encouraged to contact the Employment Manager to deliver any information that needs to be communicated to the new employee regarding start times and/location. The Employment Manager can be reached at [ebreedlo@austincc.edu](mailto:ebreedlo@austincc.edu).