



AUSTIN
COMMUNITY
COLLEGE

GUIDELINES FOR HIRING FULL-TIME FACULTY

The Office of Human Resources

Welcome

Office of Human Resources – Your Starting Point for Hiring

This training will prepare you to hire fulltime faculty members and will help assure compliance with ACC goals and objectives and with applicable state and federal laws and regulations. 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 Faculty 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.



Gerry Tucker
Vice President
Office of Human Resources
(512) 223-7572
gtucker@austincc.edu

Contact	Responsibilities	Phone	Email
Erica Breedlove, Employment and Outreach Services Manager (HR Employment)	Faculty Hiring Processes, E-Hire Training, Committee Membership Training, Job Postings, Criminal Background Checks, Hiring Timelines, Advertising	(512) 223-7015	ebreedlo@austincc.edu
Jennifer Uptmore, HR Specialist (HR Employment)	Faculty Hiring Notebooks, Releases, Faculty and Adjunct Applications	(512) 223-7229	juptmore@austincc.edu
Vicki West, Compensation Manager (HR Compensation)	Position Reclassifications, Job Descriptions, Salary Placements, Job Offers	(512) 223-7502	vwest@austincc.edu
Bobetta Burns, Records Manager (HR Records)	Faculty Contracts, Pay Issues, Personnel Files, Reports.	(512) 223-7571	bburns@austincc.edu
Kimberly Martinez, Sr. HR Specialist (HR Records)	e-Hire training, Separations, Faculty and Staff Requisitions	(512) 223-7576	kimberm@austincc.edu
Susan Smith, Benefits Manager (HR Benefits)	Full-time Faculty and Staff Benefits	(512) 223-7565	ssmith@austincc.edu

Faculty Hiring Process Overview

1. Faculty positions are approved in the budget by ACC Board of Trustees.
2. The Vice President of Instruction approves Faculty positions allocated for each department and sends information to HR Records.
3. HR Records releases Faculty requisitions to Department Chair in e-Hire.
4. Department Chair completes online requisition in e-Hire; reviews and updates job description and minimum requirements to reflect SAC's credential guidelines.
5. Dean approves requisition and ensures minimum position requirements meet SAC's guidelines.
6. HR Compensation contacts Department Chair if there are questions about the job description.
7. HR Employment creates and advertises job posting.
8. Department Chair creates and submits online hiring committee in e-Hire.
9. People apply and applications are received in e-Hire.
10. HR Employment releases online applications in e-Hire to Dean and Committee Chair weekly. (Refer to Faculty Hiring Timetable.)
11. HR Employment provides each Committee Chair with a Faculty Hiring Notebook.
12. HR Employment sends Committee Chair copies of transcripts for current employees applying for positions.
13. Dean and Committee Chair retrieve remaining applicant transcripts in Fortis.
14. Committee Chair convenes committee to conduct the following activities:
 - Screen applications, transcripts, and evaluate credentials.
 - Outline and document teaching demonstration.
 - Create selection criteria and interview questions.
 - Select candidates to interview.
 - Invite candidates to interview and provide written instructions for teaching demonstration. (Committee Chair enters scheduled interviews in e-Hire.)
 - Discuss interview results.
 - Identify three final candidates and list them in alphabetical order.
15. Committee Chair, Department Chair and/or Dean check references of top final candidates and reports results to the committee.

16. Committee makes their final recommendations.
17. Committee Chair writes 3 final recommendations on the Candidate Approval form.
18. Committee Chair writes justification letter indicating the top candidate and places letter in the Faculty Hiring Notebook.
19. Committee Chair forwards Faculty Hiring Notebook to the Dean.
20. Committee Chair discusses the interview outcomes of the 3 final candidates with Dean.
21. Dean approves or declines recommendations in e-Hire.
22. Dean meets with Vice President of Instruction and Committee Chair (upon preference) to discuss candidate recommendations.
23. Vice President of Instruction reviews recommended candidates.
24. Vice President of Instruction makes candidate selection from the list of recommended candidates and signs, "Candidate Approval" form. Faculty Hiring Notebook is given back to the Dean and Committee Chair if no candidates are approved.
25. Vice President of Instruction forwards Faculty Hiring Notebooks with approved recommended candidates to the College President.
26. College President evaluates recommendations and confirms selection by signing the "Candidate Approval" Form.
27. Vice President forwards Faculty Hiring Notebooks to HR Employment.
28. HR Employment receives Faculty Hiring Notebook and ensures the Candidate Approval Form is signed by the Vice President of Instruction and College President.
29. HR Employment enters approved recommendations in e-Hire, audits job files, conducts pre-employment criminal background checks, and provides clearance for job offers.
30. HR Compensation conducts salary placement process and extends offer of employment.
31. HR Compensation contacts Committee Chair and Dean and schedules employee for New Faculty Orientation.

*HR notifies, the Committee Chair, the Dean, and Vice President of Instruction whenever a position is declined, approved by the College President, or negative results from a criminal background check prevents the offering of a job.

SACS and Faculty Credentials

As a member of the Southern Association of Colleges and Schools (SACS), Austin Community College must ensure that all faculty members hired meet requirements outlined by SACS. Requirements for faculty credentials established by SACS are excerpted below:

“The institution employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, an institution gives primary consideration to the highest earned degree in the discipline in accord with the guidelines listed below. The institution also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certification, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the institution is responsible for justifying and documenting the qualifications of all its faculty.”

(From the publication *SACS Principles of Accreditation: Foundations for Quality Enhancement* which can be viewed at <http://www.sacscoc.org/pdf/PrinciplesOfAccreditation.PDF>)

ACC Guidelines for Teaching Credentials

Faculty Teaching	Must Have
Transfer courses leading to AA or AS degrees	Master’s degree in teaching discipline or Master’s plus 18 graduate hours in teaching discipline
Workforce courses leading to AAS degree	Bachelor’s or higher degree in the discipline or Associate’s degree in the discipline plus three years documented work experience in the field
Courses leading to certificate only	Three years of documented work experience in the field plus proof of specialized training in the field, e.g., license, certificate, non-credit coursework in the discipline. Documented work experience must also include an employment verification to include dates of employment, title, and job description printed on company letter head signed and dated by an authorized employment representative.
Developmental courses	Bachelor’s degree in the discipline or a related discipline AND teaching experience in Pre-college, or college teaching experience at the developmental level prior to coming to ACC OR 3 graduate hours in an appropriate Education course.

Alternative Credentialing for Faculty

Qualifying faculty to teach when they do not possess the normally expected education and work credentials is considered an unusual decision and is rarely done. Appropriate and complete documentation will be maintained in the faculty member's credentials file located in the Records section of the Office of Human Resources. Approval of any such exceptions rests upon the decision of Vice President of Instruction and College President.

Criteria for Alternative Credentialing Consideration

While an individual cannot be expected to fulfill all of the criteria listed below, they should satisfy as many of the criteria as possible to be deemed qualified through alternative credentialing. These criteria are based on the *Principles of Accreditation of SACs*.

1. Documentation of nonteaching work experience, including length of service, complexity of work, and closeness of the relationship between work performed to courses the faculty member would be eligible to teach;
2. Possession of college degree closely related to the teaching field;
3. Number of college credits earned in teaching field or closely related area;
4. Reputation, especially at a state or national level. This must be demonstrated to the satisfaction of the College;
5. Possession of special certifications or licenses;
6. Publications other than through vanity presses;
7. Possession of awards/honors/commendations;
8. Verification of how training in the teaching field was achieved;
9. Evidence of excellence in teaching, especially that which is longstanding.

Timetable for Hiring Full- Time Faculty for Fall 2012 Appointments

The hiring timetable identifies the key activities and dates of the hiring process and outlines who is responsible for each step. Recommendations for changes should be submitted to HR Employment, who will inform the appropriate Dean and Vice President of Instruction. The schedule is available on the EOS portion of the HR website at

<http://www.austincc.edu/hr/employment/documents/FY09FullTimeFacultyHiringTimetable.pdf>

Faculty Hiring Summary

It is the practice of the College to advertise multiple Faculty positions one year prior to filling Faculty vacancies. Faculty positions are advertised on the college website in the September/October timeframe. Hiring committees typically stop accepting applications for review shortly after the New Year, and hiring decisions are typically approved by the President shortly after Spring Break. Hiring Committees are asked to conduct hiring activities according to the hiring dates displayed on the Faculty Hiring Timetable. On occasion an unexpected need arises to advertise and fill a position sooner than the time dedicated in a recruitment year. Such events typically occurs when there are unplanned employee departure.

All Faculty positions are advertised on the ACC website and nationally using various advertising ad sources geared towards higher education and industries that relate to teaching disciplines. Applications received for each position are collected online in e-Hire, ACC's application tracking and employment management system. Transcripts are received daily in HR and are scanned as they are received in ACC's Fortis online scanning system. Transcripts received for non ACC employees are scanned in the Employment Transcript file. Transcripts received for Adjunct or Full-time Faculty are a scanned into the Credential Transcripts file. Committee Chairs may e-mail the Employment Manager in the Office of Human Resources at ebreedlo@austincc.edu to gain access to Fortis.

Applications are released weekly in e-Hire for the Committee Chairs review. Committee Chairs have the ability to release applications online to each of their committee members. Hiring Committees are to review applications, make interview selections, interview and identify 1-3 candidates to recommend for employment. Committee Chairs obtain employment references for all candidates recommended and discuss each recommendation with the Dean. The Committee Chair should print and provide interview evaluations, reference checks, and applications of all candidates interviewed in the Faculty Hiring Notebook. If approved, the Deans seeks further approval by presenting the Faculty Hiring Notebook to the Vice President of Instruction. All approved recommendations are then presented to the College President for approval, and all declined approvals are sent back to the Hiring Committee for further instruction. The Employment Manager enters all recommended candidates approved by the President (written signature) online in the e-Hire system so that pre-employment activities, salary placements and job offers can be conducted.

Committee Chairs and members should contact the Employment Manager in The Office Human Resources when seeking additional information about the hiring process. Please continue to read the Faculty Hiring Guidelines for specifics to the process.

Posting Faculty Vacancies

The Office of Human Resources e-mails all Deans and Department Chairs whenever new positions are approved in the budget at the beginning of a fiscal year. HR Employment posts full-time faculty positions on the ACC website upon receiving an online requisition e-Hire. Department Chairs complete and submit requisitions in e-Hire. Each requisition requires a Dean's approval (in e-Hire) prior to posting and advertising. E-mail notifications are sent from e-Hire to Department Chairs to let them know their requisitions are available for completion.

Faculty Job Postings can be found online at www.austinccedu/hr/apply . Click on available positions and select, "Faculty Positions".

Advertising Faculty Positions

The Employment and Outreach Services office is responsible for coordinating recruiting and advertising activities for all full-time faculty positions. ACC advertises all faculty vacancies in the Chronicle of Higher Education, Community College Week, Diverse Issues in Higher Education, Diversejobs.net, HigherEdjobs.com, and The Hispanic Outlook for Higher Education.

Committee Chairs may make online requests for additional advertising for their vacant positions by conducting the following steps:

1. Log into e-Hire online at <http://www3.austincc.edu/it/ehire/mod1/login.php?url=>
2. Click on the module titled, "Postings"
3. Select "Specialty Advertising".
4. Complete and submit online advertising request.
5. College Recruiter will respond by contacting the Committee Chair.

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 own unique capabilities, experiences and characteristics to his 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.

Application Process for Faculty Positions

Applicants are encouraged to apply for fulltime faculty positions by submitting an online ACC Employment Application. Paper applications are also acceptable whenever applicants do not have computer or internet access. A resume and/or vita may be downloaded and attached to the online application. To complete the application process, applicants must also request that their official transcripts (the one indicating their highest degree awarded, or the degree that qualifies him/her for the position) be mailed to ACC as follows:

Highland Business Center
Attn: E.M. Breedlove
5930 Middle Fiskville Road
Austin, TX 78752

Applications may be submitted online for multiple job openings at the same time. However, applicants will not be able to apply online twice for a position with the same job number. Applicants are able to view a list of positions in which he/she previously applied for with the College by logging into their online application and click on the link titled, "Previously Applied" located on the menu.

Complete an online ACC Employment Application at:

<http://www3.austincc.edu/it/ehire/application/instructions.php>

College Transcript Policy

Official transcripts are required when applying for Faculty and Adjunct Faculty positions. Adjunct Faculty who obtain additional degrees while employed are asked to submit a new transcript indicating their recently obtained degree. Applicants may instruct their educational institutions to mail their transcripts (indicating awarded degree(s) which qualifies them for the position) directly to the Office of Human Resources. Photocopies of transcripts and transcripts stamped "Issued to Student" are not accepted. Application materials will be reviewed for employment consideration after the application and transcript are received in the Office of Employment and Outreach Services.

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 instruct their education institutions to mail their transcripts to:

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

Foreign Transcripts

Applicants who have degrees earned from educational institutions located outside of the United States are required to have their transcripts evaluated by a recognized credential evaluation service prior to applying for Faculty and Adjunct Faculty positions. Applicants with transcripts documented in a foreign language must first have their transcripts translated and notarized by a Notary Public official. Applicants are asked to submit notarized copies of foreign transcripts when applying for ACC teaching opportunities.

Applicants who have foreign transcripts may submit a copy of their transcript attached to the original transcript evaluation. Applicants are responsible for the costs associated with translation/evaluation services.

Evaluated transcripts may be mailed to the:
Highland Business Center
Attn: E.M. Breedlove
5930 Middle Fiskville Road,
Austin, TX 78752.

Application materials will be reviewed for employment consideration after the application, copy of foreign transcript, and transcript evaluation are received in HR Employment.

Applicants may contact any of the suggested translation/evaluation services listed online at:
<http://www.austincc.edu/hr/apply/transcriptevaluation.php>

Work Letters/Employment Verification Letters

Applicants applying for Faculty positions that require years of experience in the industry must include a “Work Letter” created on company letterhead by their current/past employer(s) for those jobs that qualify an applicant for an ACC Faculty position. Work Letters are most commonly needed to fulfill the requirement of Workforce Faculty positions. Applicants may request their employers to use ACC’s “Employment Work Letter Template.” ACC’s Verification of Employment Template can be found online at: <http://www3.austincc.edu/it/eforms/frontpage.php?ID=HURE.091>

Faculty Hiring Notebooks:

HR Employment will send each Committee Chair with a Faculty Hiring Notebook. The notebook will include the following information:

- Faculty Job Posting
- Faculty Hiring Timetable
- Guidelines for Hiring Faculty
- Committee Chair Checklist
- ACCE-Hire Information – To retrieve online employment applications
- FortisWeb information – To retrieve online applicant transcripts
- Applicant Travel Guidelines

There will be titled sections in the Faculty Hiring Notebook that are empty. The Committee Chair will need to complete the items in the empty sections and submit the notebook to the Dean when recommending candidates for employment.

- Candidate Approval Form – to write down the committee’s three recommended candidates for employment.
- Faculty Credential Form
- Justification letter addressed to the Dean.
- References Checks
- Criminal Background Check Release forms
- A section to place the printed applications of each interviewed candidate.
- A section to place the interview evaluations for each committee member.

Committee Chairs will need to submit their three recommended candidates in e-Hire and complete the Candidate Approval Form that is located in the Faculty Hiring Notebook.

Once the committee has decided upon their three employment recommendations The Committee Chair should make sure he/she has completed all of the activities listed on the Committee Chair Checklist and deliver the Faculty Hiring Notebook to the Dean.

The Dean will review the employment recommendations, applications of interviewees and interview evaluations and consult with the Committee Chair and the Vice President.

The Vice President of Instruction will review the items in the Faculty Hiring Notebook and consult with Dean and then the College President.

Department Chairs are encouraged to create and enter their hiring committees for approval in e-Hire at the time their position is posted on the ACC website. Applications can only be viewed online if there is a hiring committee entered and approved in e-Hire.

Deans and Department Chairs (Supervisors) will have immediate access to e-Hire capabilities. However, he/she may designate a Committee Chair other than themselves when creating a hiring committee. The Committee Chair is then granted access to online applications and has the ability to release applications online to the entire hiring committee. In such cases, the Department Chair and Dean will continue to have access to the applicant pool.

After inviting and confirming committee members, log into e-Hire online at:

<http://www3.austincc.edu/it/ehire/mod1/login.php?url=>

- 1) Select Hiring Committee
- 2) Select Create a Committee
- 3) Begin to enter your position title and select the position for the auto suggest list.
- 4) Click "Start a Committee"
- 5) Type in text box titled "Add a Member" employee name.
- 6) Click on Add Member
- 7) Repeat steps 5 and 6 until you have completed your committee membership.
- 8) Click on "Submit for Approval."

The Dean will receive an e-Hire e-mail notification to approve the committee.

Contact the HR Employment and Outreach Services Manager for e-Hire training at ebreedlo@austincc.edu

Composition of a Hiring Committee

Interview Committees must consist of a minimum of four members who have diverse backgrounds. Department Chairs are encouraged to serve as the Committee Chair to a Hiring Committee. If time does not permit this, the Department Chair may identify another faculty member to serve in this capacity. However, in such situations the Department Chair is still required to participate as a member of the Hiring Committee. The role of the Committee Chair is to lead and facilitate the hiring committee through the application review, interviewing, and selection process.

There should be a diverse committee membership with representation of each gender and various ethnicities. The makeup of the committee should also consist of:

- Faculty currently in the discipline
- Faculty in related disciplines, i.e., Counselors, Librarians
- Support staff

Utilizing Subcommittees

The Dean/Department Chair may appoint one large committee which can be divided into subcommittees (of at least four persons each) to interview for specific discipline specialties. Subcommittees are particularly helpful when recruiting candidates for multiple positions. All committees must be approved by the Dean prior to the start of interviews.

Example:

A committee consisting of eight members is approved by the Dean. The Dean and Department Chair creates a subcommittee from the group of eight members, with four of the eight members agreeing to screen and evaluate all applications. The remaining four members agree to interview candidates for developmental math, for math with an emphasis on algebra or for higher level math course concentrations/specialties; this subcommittee of four makes recommendations for employment.

Required Committee Activities

Committee members must conduct the following activities:

- Review employment applications received for each position by the closing date.
- Screen and evaluate applicant work experience and credentials.
- Assist in developing written, weighted criteria.
- Assist as needed in developing written instructions for applicants' teaching demonstration.
- Assist in the development of interview questions.
- Select interviewees.
- Make recommendations for employment.

Confidentiality/Ethics

Each committee member must maintain confidentiality and discuss applicant qualifications only in the committee process. Each committee member must also consider the ethical nature of their position and 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 or with the teaching demonstration. Each candidate expects and deserves our gratitude and respect for their interest in teaching at Austin Community College.

Online Applications in e-Hire

HR Employment releases online applications in e-Hire to the Dean and the Committee Chair each Monday. An e-mail notification will be sent to notify them that applications are available to download and review in e-Hire. Committee Chairs may review the application, screen applications and release them in e-Hire for committee viewing. Each committee member will receive an e-mail to inform them that they have applications available for viewing.

Deans and Committee Chairs have the ability to give e-Hire access to their Administrative Assistants to assist them with downloading applications, printing applications, scheduling interviews, entering interview questions, and printing interview evaluations.

Online Applicant Transcripts in FortisWeb

The Committee Chair logs into FortisWeb to locate transcripts for each applicant who has submitted an application. Deans, Department Chairs, Committee Chairs, and the Administrative Assistants to the Deans and Department Chairs have access to view and print applicant transcripts from FortisWeb.

Transcripts are scanned daily in HR as they arrive in the mail. If a transcript cannot be found in FortisWeb, then it has not arrived to the College.

FortisWeb Applicant Transcript Retrieval Recommendation:

- 1) Begin by reviewing the education section on each applicant's application in e-Hire to determine if the applicant has recorded degrees that they meet the minimum education requirement. You may print application as needed.
- 2) Log into Fortis and identify candidates by conducting a search by last name, first name, aliases, last four digits of their social security number, recorded colleges, universities, or any combination thereof.

HR Employment sends a transcript reminder letters at the beginning of each month to applicants applying for Faculty positions. Committee Chairs may also contact applicants directly to encourage applicants to order their transcripts.

Credentialing and Transcripts Evaluation

It is the role of each ACC Faculty hiring committee to review each applicant's earned degrees, licenses, certificates and work experience. Committee members are to refer to the employment applications, vitas, resumes, work letters, and transcripts submitted electronically, in person, or mailed to the college institution. Applicants recommended for employment must be evaluated and approved by the Dean prior to recommending a candidate for employment. Deans must also document the credentials of candidates while simultaneously indicating their approval in Datatel upon the approval of the Vice President of Instruction and College President's approval of an employment recommendation.

Creating Hiring Criteria

Criteria are the standards, measures, or expectations used in making an evaluation and/or verification. ACC faculty hiring committees are encouraged to create criteria according to their employment needs. A series of interview questions should encompass the criteria already developed by each hiring committee. Committee Chairs are encouraged to share the committee's hiring criteria with the Dean prior to creating interview questions in conjunction with his/her committee.

Use of thought-out criteria promotes: Hiring the best candidates

- Fairness
- Non-discrimination, i.e., all considerations are as free as possible from irrelevant bias
- Promotion of diversity and enrichment of the workforce
- Efficiency, but not at the expense of fairness

Concerns in developing hiring criteria:

- **Protected classes:** Criteria should be free from considerations that negatively impact members of a protected class (such as considerations related to disability, gender, ethnicity, race, religion, age, sexual orientation, etc.).
- **Needs of the position:** Evaluate criteria and ensure that it relates to the position.
- **Defining what is meant:** Criteria should be neither arbitrary nor ill-defined.
Bias: Criteria should be unbiased.
- **Narrow conceptions:** Criteria can be weighted/prioritized but avoid creating criteria in a rigid fashion. Consider prioritizing criteria at the beginning of the process and allowing the process to be open for re-prioritization and re-screening of candidates based on evolution in the committee's thinking.

Concerns in applying criteria:

Performance based: Assessment of how well a candidate meets a particular criterion should be based on the actual performance of the candidate vs. assumptions about performance from personality traits, pedigree or other considerations. Look at recent past performance.

Unnecessary rigidity: Steer away from evaluating candidates' experiences or qualifications in a way that is needlessly conventional. Be open to identifying transferable skills and non-traditional career paths.

Use of thought out criteria promotes:

- Hiring the best candidates
- Fairness
- Nondiscrimination,
- i.e., all considerations are as free as possible from irrelevant bias
- Promotion of diversity and enrichment of the workforce
- Efficiency, but not at the expense of fairness

Selecting Applicants to Interview

Committee Chairs may convene their committee members to discuss the upcoming committee activities i.e. select interviewees, establish a tentative interview schedule and create interview questions. Committee members will have the ability to review applications online. However, the Committee Chair can print applications from e-Hire and print transcripts from FortisWeb for just those applicants who meet the minimum requirements.

Committee members must conduct the following when selecting interviewees:

- A fair amount of applications must be reviewed in an applicant pool. The most qualified must be considered further for interview selection. A minimum of five qualified candidates must be interviewed for each position vacancy.
- Interview the most qualified candidates for each vacant position, based on the job description and specifications.

Hopefully, after reviewing all applications, you will be able to pick and choose a select number of qualified applicants to interview. If not, you may want to contact HR Employment to expand your time frame look at another recruitment technique.

Teaching Demonstrations

Each faculty interviewee is expected to prepare and deliver a minimum 15 to 20 minute teaching demonstration to the hiring committee based on the instructions received.

Notification of a teaching demonstration with instructions must be presented to each candidate invited to interview, either by U.S. mail or via e-mail and it must be made clear that each candidate will follow the same instructions.

Travel Reimbursement for Interviewees

Funding is made available for interviewees' travel reimbursement each fiscal year when approved in the College budget by the President. The Office of Human Resources oversees approved funding for travel and lodging and processes all reimbursement requests pertaining to hiring.

Travel reimbursement is available to cover the cost of an out-of-town interviewee's airline, hotel stay and ground transportation for an overnight stay to interview for a full-time faculty position. Such events are categorized as applicant travel.

Committee Chairs may request travel reimbursement for up to **two** candidates per vacant position. The Dean must evaluate the need to interview additional candidates that require travel reimbursement. The department is responsible for paying the travel reimbursement. **Travel requests must first be approved by the appropriate Dean and Vice President.**

Committee Chairs must then contact the AVP's Office in Human Resources to request funding to airline travel, hotel stay, ground transportation and/or accrued mileage. **Applicants should be encouraged to secure the lowest rate for which they are eligible.** Committee members are highly encouraged to make arrangements to greet interviewees at the airport/hotel and drive them to Austin Community College for their interview.

Please refer the Travel Guidelines for ACC Out-of Town Faculty Interviewees section to obtain a detailed process.

Video Conference Interviews

If the Committee opts to conduct a video conference interview for an out of town applicant, the Committee Chair should contact the Supervisor of Master Control, Video Services at 223-8019 and indicate the proposed date, time, campus location(s) and candidate contact information. The Chair should give reasonable advance notice for these arrangements. The applicant is responsible for assisting with the arrangements in his or her city. Video Services will work with the applicant and video coordinator at the out-of-state site to facilitate the process.

Video conferencing is a comparable interview process as long as the Committee uses the same procedure, the same interview questions and the same type of teaching demonstration. The teaching demonstration must be part of the video conference and should not put the

candidate at an unfair advantage or disadvantage. Contact Instructional Resources Technology at 512-223-7667 if the Committee needs guidance.

Committees may contact the Dean to request that interviews be conducted by interactive video. Committees may invite no more than three candidates to be interviewed by interactive video. **Committees may not conduct telephone interviews.** If video conferencing is not an option for the applicant, the Committee may request funds for travel from the Dean for no more than two candidates. The Dean will arrange for airfare to be paid through the College's travel agency and candidates should be scheduled to arrive and depart on the same day. Deans are encouraged to contact the Associate Vice President of Human Resources if travel funds are not available.

Interviewing Objectives

The Committee is responsible for developing interview questions that will elicit thoughtful and detailed responses. Questions should require candidates to explain specific situations in their pasts that demonstrate their ability to perform as an instructor, focus on "behaviors," be job related and be nondiscriminatory. Criteria for evaluating the responses should be clearly defined. The Committee Chair must document the questions and weighted criteria for evaluating responses and include them in the Application Packet.

The objective of the interviewing and screening/evaluation process for Faculty hiring is to identify candidates who:

- Have experience in curriculum development and innovative teaching methodologies (especially use of multiple technologies)
- Demonstrate a high potential to be an outstanding teacher;
- Have valuable experiences and expertise;
- May have limited teaching experience but are creative and stimulating.

Developing Interview Questions:

Committee members are required to all be involved with creating interview questions.

Committees should create their hiring criteria prior to creating their interview questions.

All agreed upon questions must be asked of each interviewee; follow-up questions are allowed at the end of the interview process, time permitting. Committee members are cautioned to exercise great care in the comments made either preceding or following interviews as they could be misinterpreted by candidates. **Refer to "Sample Interview Questions" and the "Interview Questions to Avoid" sections.**

Tips for Conducting the Interviews

Committee Chair's preparation:

- ✓ Book an appropriate location
- ✓ Invite candidates to interview
- ✓ Enter interview appointment schedule in e-Hire
- ✓ Send e-mail to interviewees with the interview location and times, description of teaching demonstration and criminal background check disclosure forms.
- ✓ Send an e-mail to committee to confirm the interview schedule.
- ✓ Enter interview questions in e-Hire and print evaluations or print interview questions and blank evaluations for each committee member.

Before the Interview - Committee Members

- ✓ Arrive to interview location 15- 20 minutes prior to scheduled interviews
- ✓ Review job descriptions
- ✓ Review interview questions
- ✓ Agree on a format for the interview
- ✓ Review application materials
- ✓ Ensure that you know and can identify the indicators of the applicant's ability to perform the job.

During the interview

- ✓ Introduce yourselves
- ✓ Welcome candidate and describe the format of the interview
- ✓ Ask open-ended information, situational, and behavioral questions
- ✓ Let the applicant do most of the talking
- ✓ Keep the interview on track
- ✓ Observe nonverbal behavior
- ✓ Take notes
- ✓ Leave time of the applicant to ask questions
- ✓ Describe the remainder of the search process and the time it will take
- ✓ Thank applicant for his or her time.

Pitfalls In An Evaluation of an Interview

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 from various backgrounds so our instructors must be able to effectively relate to our students' needs.

Refrain from the following pitfalls:

- Giving preference to those who have traditional career paths
- Seeking pedigree
- Acknowledging pure vs. applied scholarship
- Giving priority to research, teaching or service
- Counting publications/citations

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 Dean.

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

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
- **Defining what is meant:** Criteria should be neither arbitrary nor ill defined.

Interview Evaluations

Faculty hiring committees have the option of selecting one of two interview evaluation tools to support criteria addressed in their interview questions. 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 and teaching demonstration 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, and teaching demonstration.

The “Interview Rating - Weighted Approach” is a second interview evaluation tool faculty hiring committees may choose to use in the interview process. It is utilized to aid the decision making process when numerous criteria are involved. 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. 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, 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.

The interview Rating – Weighted Approach form is available in e-Hire. Interview Questions and weights can be entered online. E-Hire will print enough evaluations for each committee member with their names and the names of each interviewee on the evaluation form. The Committee Chair will not need to use the copier machine. Just print and hand out.

The non-weighted Interview Evaluation Form can be found in e-Hire under “Interview Evaluations” or it may be found on the HR Forms website at <http://www.austincc.edu/hr/generalforms.php>.

Temporary Faculty Hiring

Identifying candidates for Temporary Faculty position may be considered on an as needed basis. While qualified available Adjuncts are typically sought out first to fulfill a temporary Faculty assignment, Department Chairs and Deans may also seek non employee/outside candidates to fulfill a temporary Faculty role. In either case, such candidates may be appointed by the Dean, and must always be approved by the Vice President of Instruction and College President. Temporary Faculty positions are one year appointments and can be renewed up to three years.

Temporary Faculty employees must apply and interview to be considered for regular Faculty Full-time positions. Even in occurrences where he/she is employed in the same position as a Temporary Faculty member.

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:

- 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.

- 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 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 a 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

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

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 teaching demonstration of each candidate, as well as the information provided in response to 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 3 candidates they wish to recommend for employment.

Committees must arrive at consensus when selecting candidates for employment recommendation. The names of candidates should be presented in alphabetical order to prevent a bias based on order of presentation.

If committees who are recruiting for multiple positions determine that there are not enough qualified applicants to recommend, the Committee Chair should prepare a memo to the Dean justifying why they cannot recommend additional candidates. If the Dean concurs, the Dean must then submit a memo of justification to the appropriate Vice President. The Vice President will consult with the President to determine whether the position should be re-advertised.

Review of Recommendations

The Committee Chair and Dean should review the committee's selections and discuss both the viability of the applicant pool and the committee's decision making process.

After the Committee Chair or a designated member of the hiring committee has completed at least two reference checks for each of the Committee's recommended candidates, he/she may

present recommendations to the Dean. The Dean also has the option of arranging a formal meeting in which the Vice President, Dean and Committee Chair discuss the recommendations made by the hiring committee if necessary.

Employment References

The Committee Chair or designated member of the hiring committee will check the references of all candidates recommended for employment, utilizing the Faculty Employment Reference Check form. At least two references must be checked for each candidate, regardless of whether the candidate is internal or external. One of the two references **must** be a professional reference from an individual responsible for supervising the candidate's work. **Reference checks are to be conducted by the Committee Chair or designated member of the hiring committee.**

If the reference resources will not provide "performance" information, the Chair should request that the candidate provide a letter of recommendation (on official letterhead of the organization) from a professional who can attest to the candidate's skills and/or abilities. Committee members may not serve as references for candidates interviewing for employment if the member is involved in the screening, interviewing and hiring process.

Completed reference check forms should be included in the Application Packet that the Dean or Committee Chair delivers to the Vice President as should signed Authorization for Criminal History Background Check forms. Once a candidate is approved by the appropriate Vice President, EOS will conduct a criminal background check. If a candidate has a felony conviction that would affect their faculty status, the candidate may be denied employment.

Criminal Background Checks



To comply with state regulations and professional standards, Criminal Background Checks are required for candidates recommended for faculty employment. ACC conducts these through the institution's third party approved vendor, ChoicePoint. HR Employment requests criminal background check reports only for those candidates identified by the Vice Presidents and the President of the College during the final selection for employment, using the Authorization for Criminal History Background Check forms the candidates received by mail from the Committee Chair and submitted at the time of the interview. Offers of employment will be made to final candidates only after criminal background checks have been conducted with satisfactory results.

What Do I need To Prepare for HR?

Before any offer of employment can be made, **HR must have the Faculty Hiring Notebooks** with the President's signature approving the hiring of a candidate, two references for each candidate recommended, interview evaluations for each hiring committee, **applications for each candidate interviewed for the position.**

HR can retrieve remaining applications in online in e-Hire. While, **HR does not require committees to return printed applications for candidates not interviewed** the Dean can request committees to print applications for their use.

Interview Questions

Sample Interview Questions

Although committees will develop their own interview questions, sample questions are provided to stimulate discussion. You may want to adopt or modify a few of these questions as an aid in obtaining relevant information for the designated job. Questions asked of each applicant must be job related and relevant to the expectations of the position. The same questions must be presented to each interviewee.

Work History

Opening question: Tell us about the positions you have held, starting with the most recent. What were your responsibilities, what did you learn from these experiences, what did you like or dislike about the positions, and what do you feel you accomplished in each position?

Question
1. Can you give me examples of your ability to work effectively with a variety of students?
2. What are some of the things that you have done in your teaching career particularly well or in which you have achieved the greatest success?
3. Describe a successful experience that you have had in the classroom.
4. Starting with your last position, tell us about any of your student-related achievements that were recognized by your superiors, coworkers, students, or others.
5. What has been your greatest frustration or disappointment in teaching or in your present position and why do you feel this way?
6. What do you particularly like about teaching?
7. What are some of the things about which you and your previous supervisor disagreed and how did you handle the situations?
8. What kinds of individuals do you find it most difficult to work with? Why?
9. Describe a successful experience in dealing with students and what you learned from it.

10. Describe how you use technology in teaching.

11. Describe how your students use technology in your courses. (Follow-up: What are the technology skills that you expect your students to have?)

Academic History

Opening question: Tell us about your educational experiences. What attracted you to this discipline and what do you hope to contribute to the field?

Question
1. What subjects do you enjoy teaching the most? The least? Why?
2. In your academic career, what subjects did you do best in? Why?
3. In what subjects were you challenged? Why?
4. Describe the highlights of your academic and teaching careers.
5. Which of your past positions did you find most challenging? Why?
6. What skills, abilities, knowledge and experience do you bring to the teaching field?

Self-Assessment

We've talked about your work experiences, but now we'd like to talk about you – your strengths and weaknesses. What do you feel might be some of the good qualities or traits that make you the right person for this position?

Question
1. How would you describe yourself as an instructor? How would you describe your teaching style?
2. What motivates you? How would you motivate students?
3. Can you describe an obstacle you have had to overcome? How did you handle it?
4. What do you think are the most important characteristics and abilities a person must

possess to become a successful faculty member?

5. What would you consider to be your greatest teaching achievement? Why?

Goals and Ambitions

Question
1. What is your long-term career objective and how do you plan to achieve that objective?
2. How does this position fit into your short- or long-term career goals?
3. What do you feel you will contribute to Austin Community College?
4. Why do you want to teach in a community college?

Do's and Don'ts of Interview Questions

Topic...	You may ask...	Questions and Statements to stay away from...
Age	Are you 18 years of age or older?	How old are you? When did you graduate from high school? How do you feel about working for a person younger than you? You must be getting close to retirement age...
Gender	Do you have responsibilities other than work that will prevent you from performing specific job requirements such as traveling? What hours and days can you work? Have you ever worked under a different name?	Do you have plans for having children? Childcare is so hard to get. Do you have any baby-sitting problems? What is your maiden name? How would you feel working for a man/woman? Do you think your woman's intuition would come in handy on this job? Tell me...how did a man come to be interested in this kind of work?
Disability	Are you able to perform the duties of the job with or without accommodation? If	Do you have any disabilities? Are you in good health? Do you have any physical defects that

	<p>the applicant indicates that she/he can perform the tasks with an accommodation, you may ask:</p> <ul style="list-style-type: none"> • What accommodation would you need in order to perform the tasks? • Now that you have heard the hours, leave policies, and other requirements of this position, do you feel you will be able to meet these requirements? • How many days were you absent from work last year? An employer may make medical inquiries or require a medical examination of all candidates at the time a conditional offer is made. 	<p>prevent you from performing certain kinds of work? How severe is your disability? What is the prognosis for your condition? Will you require a special leave because of your disability or its treatment? Please list any conditions or diseases you were treated for in the last 3 years. How many days were you absent last year because of illness? Have you ever been treated by a psychiatrist or counselor? You mentioned your daughter has multiple sclerosis. Will that have an affect on your attendance? Do you have any family members or relatives who are disabled?</p>
Race	None	<p>There aren't very many members of minorities in our department. Will that be a problem for you? You look like you have an interesting family history. How would you define your race?</p>
Sexual Orientation	After employing the individual: Whom can we notify in case of an emergency?	What is the name of a relative to be notified in case of an emergency? Are you married? This is a real family-oriented department. Is that okay with you?
National Origin	<p>Are you legally eligible to work in the United States? After making a conditional offer, an employer may inform the applicant that he/she will have to produce documents for work eligibility. Which languages do you speak fluently? (If it is a requirement for the job.)</p>	<p>Where were you born? Of what country are you a citizen? Yablonski, what kind of name is that? I see you speak Spanish. Did you learn that in your native country or in school?</p>

Religion	Will you be available to work the required schedule?	What church do you attend? Will you need to take time off from work to observe (name of particular religious holiday)?
Education	Do you have a high school diploma or equivalent? Do you have a university degree?	When did you graduate from high school or college?
Finances	None	Do you own your own home? How long have you lived at your present address? Have your wages ever been garnished?
Military	What type of education, training, and experience did you receive in the military?	What type of discharge did you receive?
Unions	Inquiry into membership in organizations if job related	Are you a union member? List all clubs, societies, and lodges of which you are a member.
Workers' Compensation	None	Have you ever filed for Workers' Compensation? Have you had any prior work injuries?
Arrests	It is best to ask only about convictions for crimes related to the job.	Have you ever been arrested?

International Transcripts

Recognized Credential Evaluation Services

Applicants who have degrees awarded from institutions outside of the United States are required to have their transcripts translated and evaluated by a recognized credential evaluation service prior to applying for faculty positions.

Applicants must submit notarized copies of their original transcripts accompanied by copies of their translation/evaluation to ACC's EOS office. Faculty may provide applicants who are in need of translation and evaluation with these recognized credential evaluation services for international transcripts:

Foreign Credentials Service of America

1910 Justin Lane
Austin, TX 78757-2411
512-459-8428
www.fcsa.biz

Global Credential Evaluators, Inc.

P.O. Box 9203
College Station, TX 77842-9203
512-528-0908
www.gcevaluators.com

International Academic Credential Evaluators, Inc.

P.O. Box 2465
Denton, TX 76202-2465
940-383-7498
www.iacei.net

International Education Research Foundation, Inc.

P.O. Box 3665
Culver City, CA 90231-3665
310-258-9451
www.ierf.org

International Education Services

AACRAO

One Dupont Circle, NW

Suite # 520

Washington, DC 20036-1110

202-293-9161 x6600

bies@aacrao.org

www.aacrao.org

SpanTran Educational Services, Inc.

7211 Regency Square Blvd., Suite 205

Houston, TX 77036-3197

713-266-8805

www.spantran-edu.com

Translation Services:**Inlingua Translation Services**

3818 Spicewood Springs Road Ste. 300

Austin, TX 78759

512-794-878

www.inlingua-it.com