2012-2013

Full-Time Faculty Hiring Guidelines

A guide to hiring Faculty, Librarians and Counselors
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

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SACS and Faculty Credentials

As a member of the Southern Association of Colleges and Schools (SACS), the Austin Community College District 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.”

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

<table>
<thead>
<tr>
<th>To teach:</th>
<th>Faculty must have:</th>
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<tbody>
<tr>
<td>Transfer courses leading to an AA or AS degree.</td>
<td>Master’s degree in teaching discipline or Master’s plus 18 graduate hours in teaching discipline.</td>
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<tr>
<td>Workforce courses leading to AAS degree</td>
<td>Bachelor’s degree or higher in the discipline or Associate’s degree in the discipline plus three years documented work experience in the field.</td>
</tr>
<tr>
<td>Courses leading to certificate only</td>
<td>High school diploma plus 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 letterhead signed and dated by an authorized employment representative.</td>
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<tr>
<td>Developmental courses</td>
<td>Bachelor’s degree in the discipline or a related discipline AND teaching experience in secondary education, or college teaching experience at the developmental level prior to coming to ACC OR 3 graduate hours in an appropriate Education course with a focus on adult learners of the teaching of developmental courses.</td>
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Commitment to Diversity

Austin Community College’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.

Equal Employment Opportunity

The Austin Community College District does not discriminate on the basis of race, religion, gender, national origin, age, disability, veteran status, genetic information or sexual orientation with respect to access, employment programs, or services. Inquiries or complaints concerning these matters should be brought to the attention of: The Vice President of Human Resources, Address: Highland Business Center, Human Resources, 5930 Middle Fiskville Road, Austin, Texas 78752.

Summary of Major Employment Laws

ACC is an equal employment opportunity employer. It is our objective to ensure that all policies, procedures, and processes are developed and administered so as to ensure that every current and prospective employee is treated fairly. Hiring supervisors and committee members should be aware of the basic federal equal employment opportunity laws listed below. If you want additional information, please contact the Office of Human Resources:

The pertinent laws include:

- Title VII of the Civil Rights Act of 1964
- Age Discrimination in Employment Act of – ADEA (1967)
- Fair Labor Stands Act - FLSA (1938)
- Equal Pay Act (1963)
- Americans with Disabilities Act ADA (1990)
- Title IX of the Education Act (1972)
Title VII of the Civil Rights Act of 1964, as amended

The most comprehensive of all civil rights laws is the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972. Title VII of the Civil Rights Act of 1964 prohibits discrimination based upon race, color, sex, religion, gender, or national origin by employers in the hiring, promotion, discharge, compensation and other terms or conditions of employment. The primary issue in an employment situation is whether an applicant or employee was treated differently with regard to a job opportunity because of his or her race, sex, religion, color or national origin. Title VII also prohibits harassment on the basis of a protected classification and retaliation against anyone who files a complaint or grievance.

Age Discrimination in Employment Act of 1967 (ADEA)

The Age Discrimination Act of 1967, as amended, prohibits discrimination in employment matters based solely on age; it defines the protected age as being 40 years of age or older.

Fair Labor Standards Act (FLSA)

Establishes a minimum wage; sets standards for FLSA exemptions; addresses basic overtime pay provisions; controls working hours for children; establishes record keeping provisions.

Equal Pay Act

The Equal Pay Act is an amendment of FLSA. This act prohibits unequal pay for males and females with equal skill, effort, and responsibility under similar working conditions.

Americans With Disabilities Act (ADA)

The ADA was passed in 1990 and is a far reaching statute. It intended to extend the provisions of the Rehabilitation Act of 1973. The ADA prohibits discrimination on the basis of disability with regard to employment, educational programs and facilities, public accommodations, and public services. In the employment arena, ADA protects qualified individuals who have a disability. A qualified individual is a person who can perform the essential functions of a job with or without reasonable accommodation. Information regarding interviewing strategies for use with applicants who have a disability is found later in this training module.

Title IX of the Education Amendments to the Civil Rights Act of 1972

Title IX states: “No person in the United States shall, on the basis of sex, be excluded from participation in, or denied the benefits of, or be subjected to, discrimination under any educational program or activity receiving federal assistance.” It has been used in conjunction with and is similar to Title VII of the Civil Rights Act of 1964.
Faculty Hiring Process Overview

1. Faculty positions are approved in the budget by ACC Board of Trustees.
2. The VP of Instruction allocates Faculty positions to various departments and list of position vacancies to HR Records and HR Employment.
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 ensures minimum position requirements meet SAC’s guidelines and approves requisition in e-Hire.
6. HR Compensation receives requisition and contacts Department Chair if there are questions about the job description.
7. HR Employment creates and advertises job posting as approved by the Dean and Compensation.
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/Hiring Summary Schedule.)
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; enters scheduled interviews in e-Hire.
- Discuss interview results.
- Presents the Dean with three final candidates in alpha order and provides documentation of hiring activities in Faculty Hiring Notebook.
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 VP of Instruction and Committee Chair (upon preference) to discuss candidate recommendations.

23. VP of Instruction makes candidate selection from the list of recommended candidates and signs, “Candidate Approval” form. Faculty Hiring Notebooks are given back to the Dean and Committee Chair if candidates are not approved.

24. Vice President of Instruction discusses recommendations with the Provost/EVP.

25. Provost/EVP evaluates recommendations and confirms selection by signing the “Candidate Approval” Form.

26. Recommendations/Hiring Notebooks are forwarded to the College President.

27. College President consults with Provost/EVP and VP of Instruction as needed and forwards Faculty Hiring Notebooks with final determinations to HR Employment.

28. HR Employment receives Faculty Hiring Notebook and ensures the Candidate Approval Form is signed by the VP 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 new employee for New Faculty Orientation.

*HR notifies the Provost/EVP, VP of Instruction, Dean and Department Chair whenever a position is declined or not approved by the College President, or results from a criminal background check prevents the offering of a job.
Faculty Hiring Process Overview for Librarians and Counselors

1. Librarian and Counselor positions are approved in the budget by ACC Board of Trustees.
2. HR Records releases requisitions to Supervisor in e-Hire.
3. Supervisor completes online requisition in e-Hire; reviews and updates job description and minimum requirements to reflect SAC’s credential guidelines.
4. Dean ensures minimum position requirements meet SAC’s guidelines and approves requisition in e-Hire.
5. HR Compensation receives requisition and contacts Supervisor if there are questions about the job description.
6. HR Employment creates and advertises job posting as approved by the Dean and Compensation.
7. Supervisor creates and submits online hiring committee in e-Hire.
8. People apply and applications are received in e-Hire.
9. HR Employment releases online applications in e-Hire to the Committee Chair on the Monday after the closing date of the position.
10. HR Employment provides each Committee Chair with a Faculty Hiring Notebook.
11. HR Employment sends Committee Chair copies of transcripts for current employees applying for positions.
12. Dean and Committee Chair retrieve remaining applicant transcripts in Fortis.
13. 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; enters scheduled interviews in e-Hire.
   - Discuss interview results.
   - Presents the Dean with three final candidates in alpha order and provides documentation of hiring activities in Faculty Hiring Notebook.
14. Committee Chair checks references of top final candidates and reports results to the committee. Committee makes their final recommendations.

15. Committee Chair writes 3 final recommendations on the Candidate Approval form.

16. Committee Chair writes justification letter indicating the top candidate and places letter in the Faculty Hiring Notebook.

17. Committee Chair forwards Faculty Hiring Notebook to the Dean; Dean, Library Services or Dean, Student Services.

18. Committee Chair discusses the interview outcomes of the 3 final candidates with Dean; Dean approves or declines recommendations in e-Hire.

19. Dean of Library Services forwards Notebook to Associate Vice President, Instructional Resources/Technology. Dean of Student Services forwards Faculty Hiring Notebook to Vice President of Student Support & Success Systems.

20. Faculty Hiring Notebook is then given to the Vice President of Instruction for Librarian positions. Faculty Hiring Notebook is given to the Provost/EVP for Counselor positions. Faculty Hiring Notebooks are given back to the Dean and Committee Chair if candidates are not approved.

21. Vice President of Instruction discusses all Librarian recommendations with the Provost/EVP and evaluates recommendations and confirms by signing the “Candidate Approval” Form.

22. Recommendations for Librarian and Counselor positions are forwarded to the College President. College President consults with Provost/EVP as needed and forwards Faculty Hiring Notebooks with final determinations to HR Employment.

23. HR Employment ensures the Candidate Approval Form is signed by the College President. Recommendations are entered in e-Hire and HR Employment audits job files, conducts pre-employment criminal background checks, and provides clearance for job offers.

24. HR Compensation conducts salary placement process and extends offer of employment.

25. HR Compensation contacts Committee Chair and Dean and schedules employee for New Faculty Orientation. Orientations are typically held first 3 Mondays of each month.
Faculty Hiring Process Summary

It is the practice of the College to advertise multiple Faculty positions one year prior to filling Faculty vacancies. Hiring Committees conduct their employment activities according to the current year’s Hiring Timetable or Hiring Schedule Summary published on the ACC website and provided in the Faculty Hiring Notebook. Faculty positions are typically 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 Administration shortly after Spring Break. On occasion an unexpected need arises to advertise and fill a position sooner than what is indicated in the Hiring Timetable/Schedule Summary. This may occur whenever there are unplanned employee departures during critical times in a semester. The hiring process for non-teaching Faculty positions (librarians and counselors) is typically conducted over a 3 month time frame. Committee Chairs hiring for librarian and counselor positions may omit from using the Faculty Hiring Timetable and the Hiring Schedule Summary.

All Faculty positions are advertised on the ACC website and further advertised in national publications 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 Fortis Employment Transcript file. Transcripts received for Adjunct or Full-time Faculty employee area scanned into the Fortis Credential Transcripts file.

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 Provost/EVP and College President for approval. All declined recommendations 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. Employees may contact the Employment Manager in The Office of Employment and Outreach Services when seeking additional information about the hiring process.
**ACC e-Hire, Applicant Tracking and Employment Management System**

Austin Community College (ACC) utilizes e-Hire, an online applicant tracking and employment management 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:

- Advertise position vacancies
- Create, complete and submit requisitions
- Create Hiring Committees
- Schedule interviews
- E-mail interviewee reminders
- Download applications
- Release applications for committee review
- Submit and approve employment recommendations
- Submit employee separations
- Recommend and approve candidates for employment
- Track hiring activities

Employees may log into e-Hire using their ACC e-ID and password.

**E-Hire URL:** [http://www5austincc.edu/ehire/mod1/login.php](http://www5austincc.edu/ehire/mod1/login.php)

Employees may contact HR Employment for training and assistance in e-Hire

*(512) 223-7534/7573*
**Application Process**

Applicants are encouraged to apply for full-time 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 the address listed below. Also, refer to the Transcript Policy section in this manual.

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. Applicants may complete an online ACC Employment Application at: [http://www3.austincc.edu/it/ehire/application/instructions.php](http://www3.austincc.edu/it/ehire/application/instructions.php).

Applicants are first notified that a transcript is required when viewing an ACC Faculty job posting. E-Hire automatically provides an electronic transcript reminder notice at the time an applicant successfully submits an application online. HR Employment also sends transcript reminder letters at the beginning of each month to applicants applying for Faculty positions.

**An Applicant’s Checklist**

Applicants will need to have the following items in order to successfully apply for a Faculty position.

- ACC Employment Application
- Resume and/or Vita
- Transcripts
- Work Letters *(for Workforce Positions only)*
- Documentation of Licensure and/or Certifications
- Publications
- Documentation of honors and awards and demonstrated achievements
Work Letters/Employment Verification Letters

Applicants applying for Faculty positions that require a certain amount of years of experience in an industry must also include a “Work Letter” created on company letterhead by their current, or 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

College Transcript Policy

Official transcripts are required when applying for Faculty and Adjunct positions. A Faculty who obtains 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 Human Resources.

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 ACC 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:
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:

http://www.austincc.edu/hr/apply/transcriptevaluation.php
Posting Faculty Vacancies

The Office of Human Resources e-mails Deans and Department Chairs whenever new positions are approved in the budget at the beginning of a fiscal year. Department Chairs receive, complete and submit requisitions in e-Hire. Email notifications are sent from e-Hire to Department Chairs to inform them that their requisitions are available for completion. Each requisition requires a Dean’s approval (in e-Hire) prior to posting and advertising.

HR Employment posts full-time faculty positions on the ACC website upon receiving an online e-Hire requisition. Faculty Job Postings can be found online at www.austincc.edu/hr/apply. Click on available positions and select, “Faculty Positions”.

Advertising Faculty Positions

The Office of Employment and Outreach Services 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:

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.
Faculty Hiring Notebooks:

HR Employment will send each Committee Chair with a Faculty Hiring Notebook shortly after their position is posted on the ACC website. Notebooks will be delivered to the Department Chair if a Committee Chair has not yet been identified in E-Hire. The notebook will include the following information:

- Job Posting
- Faculty Hiring Timetable/Hiring Summary
- Guidelines for Hiring Faculty
- Committee Chair Checklist
- ACCe-Hire Instructions
- FortisWeb information – To retrieve online applicant transcripts
- Applicant Travel Guidelines
- Hiring Forms (Interview Evaluations, Reference Checks, Candidate Approval Forms, Criminal Background Check Disclosures)

Each section of the Faculty Hiring Notebook is labeled with a title; however, there will be sections in the notebook that are empty. The Committee Chair will need to provide the items in the empty sections as it titled and submit the notebook to the Dean when recommending candidates for employment. You will find the following titles pertaining to empty sections:

- Candidate Approval Form (document the committee’s 3 recommended candidates in alpha order)
- Faculty Credential Form
- Justification letter addressed to the Dean
- References Checks
- Criminal Background Check Release forms
- Applications of interviewed candidates
- Interview Evaluations (for each interviewee signed and dated by each committee member)

Once the committee has decided upon their three employment recommendations, the Committee Chair should make sure he/she has checked references and completed all of the employment activities as 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, interview evaluations and consult with the Committee Chair and the Vice President of Instruction. The Vice President of Instruction will review the items in the Faculty Hiring Notebook and consult with Dean, Provost/EVP and College President.
Faculty Hiring Timetable and Hiring Schedule Summary

ACC’s Hiring Timetable identifies the key activities and dates of the Faculty hiring process. It also outlines who is responsible for each step. The Faculty Hiring Timetable is created through the collaboration of the Provost/EVP, Vice President of Instruction, Academic Dean and Human Resources. Hiring Timetables are only used when there are ten or more position vacancies approved in the budget. Departments are asked to utilize the Faculty Hiring Schedule Summary in times where there are only a few position vacancies (ten or less) advertised. Timetables and Hiring Schedule Summaries are published online and provided in the Faculty Hiring Notebook given to Committee Chairs.

### Faculty Hiring Schedule Summary

<table>
<thead>
<tr>
<th>Vacancies Approved for Advertising</th>
<th>Positions Posted on ACC website; print and online advertising placed in specialty publications.</th>
<th>Committee’s first review of applications</th>
<th>Committee’s Employment Recommendations</th>
<th>Job Offers</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>September – November</td>
<td>2nd week in October</td>
<td>1st week in February</td>
<td>March - June</td>
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</tbody>
</table>

*Committees hiring librarians and counselors may choose not to use the Faculty Hiring Timetable or Schedule Summary*

Committee Chairs are encouraged to proactively identify potential dates to conduct activities in the hiring process. Tentative dates should be communicated in advance to committee members so that everyone is able to plan accordingly.

At the time a position is posted on the ACC website, the Committee Chair should begin to plan a 6 month hiring activity calendar. The following activities will need to be conducted.

**Please note:** A few of the above employment activities may need to be repeated.

- Recruit committee members
- Review applications
- Retrieve and review transcripts
- Review applications and transcripts as a committee
- Create hiring criteria and develop interview questions
- Identify interviewees
- Identify interview dates, location and times
Identifying A Committee Chair

The role of the Committee Chair is to lead and facilitate the hiring committee through the application review, interviewing, and selection process. On most occasions, the Department Chair takes on the role as the Committee Chair. However, the Dean may select another Faculty member within the department to chair a hiring committee. The Supervisor chairs the hiring committee for departments hiring Librarians and Counselors.

A Committee Chair’s responsibilities include:

- Ensuring all committee members read the Faculty Hiring Guidelines;
- Coordinating interview schedules and securing a comfortable room for interviewing;
- Arranging to have candidates brought to the interview location. It’s best to avoid having candidates overlap in the same area;
- Creating and maintaining a relaxed atmosphere for the interviews by welcoming candidates and introducing or having committee members introduce themselves by name and title;
- Informing the candidates of the format for the interviewing process;
- Describing the general nature of the position and position expectations;
- Ensuring that the agreed upon list of questions is used for each candidate, and that any follow-up questions are related and legal;
- Allowing candidates the opportunity to ask questions;
- Advising interviewees of the anticipated timeframe for final selection;
- Thanking candidates at the conclusion of interviews.

Committee Chairs are responsible for providing interviewees with:

- A letter of invitation to the interview;
- Written instructions for the teaching demonstration;
- An overview of ACC and the department;
- A copy of the job posting at the time of the interview;
- An Authorization for Criminal History Background Check form.
Creating Hiring Committees in e-Hire

Committee 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 online in e-Hire.

Committee Chairs will have immediate access to e-Hire capabilities when the committee is acknowledged approved by both the Dean/Department Chair and the Employment Manager in e-Hire. HR Employment will ensure that the Dean has access to all applications that exist under his/her departments. Committee Chairs are responsible for releasing applications in e-Hire to their committee members. Refer to the Releasing Online Applications in e-Hire section for instructions.

E-Hire Steps: Creating an Online Hiring Committee

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

1) Select Hiring Committee
2) Select Create a Committee
3) Begin to enter your position title and select the position from 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.
ACC employees may contact the HR Employment for e-Hire training at ebreedlo@austincc.edu
Composition of a Hiring Committee

Hiring 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. 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. The makeup of the committee should also consist of:

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

Additional Diversity Factors should also be considered when creating committees:

- Ethnicity
- Gender
- Longevity
- Campus location

Utilizing Subcommittees

The Dean/Department Chair/Supervisor 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:

- Complete online Faculty Hiring Guidelines Training
- 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

Participating on ACC hiring committees involves the communication and handling of sensitive information.

Each committee member is responsible for maintaining the confidentiality of applicant information and all committee exchanges 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.

When handling online application materials the following should be practiced:

- Computer screensavers should be set for activation after five minutes;
- Angle computers so that screens are not viewable to others;
- Ensure computers are shut down when leaving your desk for the day;
- Hard copy applications should be maintained in folders or turned facedown when staff is not present at their workstations;
- Limit the printing of applications; review applicant pool online and attempt to print what is really needed;
- Retrieve application materials immediately from printers whenever printing.

Committee members are not to share the responsibility of reviewing applications with individuals that are not a part of the hiring committee. Printed applications should be destroyed by a shredder or discarded in one of the ACC approved vendor paper destruction dispensers. Applications should never be discarded in trash cans.
HR Employment releases online applications in e-Hire to the Dean and Committee Chair each Monday beginning the second week of October. An e-Hire email notification is sent to notify them that applications are available to download and review in e-Hire. Committee Chairs review online applications, screen applications and release application in e-Hire for committee viewing. Each committee member also receives an e-mail to inform them that they have applications available for viewing.

Deans and Committee Chairs also 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.

E-Hire Steps: Downloading Online Applications

Role: Hiring Committee/Chair - To download online applications for review:

1) Log into e-Hire online at:  http://www3.austincc.edu/it/ehire/mod1/login.php?url=
2) Select Applications on the e-Hire menu
3) Select Download Application Packet
4) In the Position Table, click on the link titled, “Part 1” under the Packet column.
5) Click on Download Packet in the box that appears on your screen.
6) Wait a few minutes for the packet to download and then your job packet will appear in the following order:  a) Job Posting, b) Applicant Log b) Applications of each applicant.

While Committee Members receive e-Hire emails indicating they have access to the applications. Committee Chairs are encouraged to also inform committee members whenever they release applications because e-Hire emails may periodically go to junk mail. Committee Members may then follow the same “Downloading Online Applications” to view applications as previously described.

ACC employees may contact HR Employment for e-Hire training at ebreedlo@austincc.edu.

E-Hire Steps: Releasing Online Applications to Committee Members

Role: Committee Chair - To release applications to a Hiring Committee:

2) Select Download Application Packet
3) In the Position Table, click on the first link titled, “Release Applications”.

Releasing Online Applications in e-Hire
Retrieving Online Applicant Transcripts in FortisWeb

HR Employments requests Fortis access on the behalf of each Committee Chair. The Committee Chair will receive an e-mail notification from Records Management when Fortis access is granted. Each person will be given a Fortis user name and password.

Access will be given to the Fortis Employment Transcript file for applicants who are not employed with ACC. Departments will need to contact HR Employment to provide names of internal applicants/employees whenever access is needed in the Fortis Credential File that is dedicated for employees. Requests can be made to: (512) 223-7229.

Once access is granted in FortisWeb, the Committee Chair is able to log into Fortis with the assigned user name and password. Deans, Department Chairs, Committee Chairs, and the Administrative Assistants to the Deans and Department Chairs will all receive 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, the departments are encouraged to conduct the following:

- Obtain alias and maiden names to conduct another search;
- Admissions and Records to see if a transcript was mistakenly mailed to them;
- Ask the applicant to request another transcript ensuring it is properly addressed to E. M. Breedlove.

Recommended Method of Application Review and Transcript Retrieval

It is recommended that Committee Chairs begin their process by first reviewing the education section on each applicant’s application in e-Hire to determine if the applicant has recorded degrees that meet the minimum education requirements of a vacant position.

Then log into Fortis and identify candidates by conducting a search by an applicant’s last name, first name, aliases, last four digits of an applicant’s social security number. One may also search by 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. Applicants are first notified that a transcript is required when viewing an ACC Faculty job posting. E-Hire automatically sends transcript reminder e-mails when an applicant successfully submits an application online.
Creating Hiring Criteria

Prior to creating interview questions, hiring committees are encouraged to create criteria according to their employment needs. Criteria are the standards, measures, or expectations used in making an evaluation and/or verification. 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 or 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.
**Developing Interview Questions:**

Committee members are required to 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 in this manual.

Hiring Committees are responsible for developing interview questions that will elicit thoughtful and detailed responses. Questions should require candidates to explain specific situations in their past 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 Faculty Notebook.

**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 instructor;
- Have valuable experience and expertise;
- May have limited teaching experience but are creative and stimulating;
- Experience with teaching developmental courses in specific disciplines;
- Experience in teaching diverse populations.
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.
Teaching Demonstrations

Interviewees are expected to prepare and deliver a minimum 15 to 20 minute teaching demonstration to the hiring committee based on the instructions received. Written notification regarding the teaching demonstration with clear instructions must be presented to each candidate invited to interview, either by U.S. mail or via e-mail and each candidate must receive the same instructions.

Interview Confidentiality

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.

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:

- Review entire applicant pool (all applications received by closing date). 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 job specifications.

The Committee Chair may contact HR Employment when there is a need of a larger applicant pool. HR Employment can provide support by offering alternative advertising and recruiting methods.
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 pitfalls:
- 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. Therefore, the Committee Chair will not need to make copies; just print the evaluations 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.
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.

Maintaining 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
Applicant Travel Reimbursements

Funding is made available for a reimbursement of an interviewers travel whenever it is approved in the College budget. The Office of Human Resources oversees approved funding for travel and lodging and processes all reimbursement requests pertaining to ACC’s employment processes.

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.

When needed it is preferable that Committee Chairs 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. **Travel requests must first be approved by the appropriate Dean.** Approvals can be sent to the Employment Manager. Committee Chairs are should encourage applicants to secure the lowest rates possible when making travel arrangements. 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. The department is responsible for providing a W9 to all out-of-town interviewees, collecting receipts and submitting signed Travel Expense forms to the Employment Manager.

Please refer the Travel Guidelines for ACC Out-of Town Faculty Interviewees section to obtain a detailed process.
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 information provided as responses 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 3 candidates in which 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 ever there are not enough qualified candidates in the applicant pool to recommend 3 candidates for employment, the Committee Chair should prepare a memo to the Dean explaining why they are not able to recommend additional candidates. If the Dean concurs, the Dean must then submit a memo of justification to the Vice President of Instruction. The Vice President of Instruction will consult with the Provost/EVP to determine whether the position should be re-advertised.

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.
Employment References

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

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.

After the Committee Chair obtains 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 and the Committee Chair are present to discuss the recommendations made by the hiring committee.

Completed reference check forms should be included in the Faculty Hiring Notebook. Once a candidate is approved by the Vice President of Instruction, Provost/EVP and College President, Human Resources will conduct a criminal background check.

Criminal Background Checks and Drug Screens

To comply with state regulations and professional standards, criminal background checks are required for candidates recommended for Faculty employment. ACC conducts criminal checks through the institution’s third party approved vendor, LexisNexis. PreCheck Inc. is also utilized as a vendor to conduct criminal checks for all Health Science employees who are assigned to positions that have clinical contact. Beginning January 2013, employees who are assigned to work in patient clinical contact areas may be required to also undergo a pre-employment drug screen test.

HR Employment conducts criminal background checks only for those candidates that are recommended for employment and approved by the Vice President of Instruction, Provost/EVP and College President. Austin Community College conducts seven year national and county criminal background checks on all candidates offered full-time Faculty positions.
Expectations and Roles of Collecting and Documenting Candidate Credentials

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 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.

At the time of hire, departments are required to record additional qualifications of Faculty such as: related work or professional experience, licensure and certifications, on-going documented excellence in teaching; honors and awards, scholarly publications and other demonstrated achievements and competencies that contribute to effective teaching and student outcomes. Therefore, ACC’s Hiring Committees must seek out more of this information from applicants during the initial stages of the employment process, especially times when an applicant is identified as a top candidate. Departments will need to further document dates for additional qualifications and clearly describe the relationship between these qualifications and course content and/or expected outcomes of the courses assigned for all candidates recommended and approved for Faculty employment.

Preparing Employment Recommendations for Dean’s Review

Committee Chairs will need to provide the necessary hiring paperwork in the Faculty Hiring Notebook when preparing employment recommendations for the Dean’s review.

One should ensure that the Interview Evaluation forms are signed and dated by each committee member for all candidates interviewed and that each form is inserted in the Faculty Hiring Notebook. Reference Check forms, Candidate Approval Form, applications of all interviewees, Justification Memo and criminal background check disclosure forms should also be included in the Faculty Hiring Notebook.

Before an offer of employment can be made, HR must have a completed Faculty Hiring Notebook with the College President’s signature approving the hiring of a candidate.

While, HR does not require committees to return printed applications for candidates not interviewed the Dean may request committees to print applications for their use.
Temporary Faculty Hiring

Identifying candidates for Temporary Faculty positions 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, Provost/EVP, and College President. Temporary Faculty positions are 1 year appointments and can be renewed for up to 3 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.

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 conducted. 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, Provost/EVP 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. The following criterion is based on the Principles of Accreditation of SACS.

- 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;
- Possession of college degree closely related to the teaching field;
- Number of college credits earned in teaching field or closely related area;
- Reputation, especially at a state or national level. This must be demonstrated to the satisfaction of the College;
- Possession of special certifications or licenses;
- Publications other than through vanity presses;
- Possession of awards/honors/commendations;
- Verification of how training in the teaching field was achieved;
- Evidence of excellence in teaching, especially that which is longstanding.
Job Offers and New Faculty Orientation

Compensation contacts the Department Chair and Dean upon an acceptance or a decline of a job offer. HR Employment contacts the Committee Chair whenever the Committee Chair is not the Department Chair. Candidates accepting job offers are scheduled to attend New Faculty Orientation. New Faculty Orientations are held in January just prior to the spring semester and in August just prior to the fall semester. New Librarians and Counselors are scheduled in ACC’s New Employee Orientation held on the first 3 Mondays of each month. Those attending New Faculty Orientation will receive and complete hiring paperwork, benefits information ACC e-ID, email address. They will also receive instructions for confirming their Faculty Agreement/contracts. Attendance at New Faculty Orientation is mandatory.

Department Chairs are encouraged to conduct the following activities prior to the arrival of a new Faculty:

- Provide name of new faculty to Campus Manager
- Identify office space
- Ensure phone lines are working
- Ensure there is adequate furniture
- Ensure the Faculty has access to online support i.e. Blackboard, email

Fall and Spring Faculty Orientation Dates are posted on the Faculty Evaluation website and the Human Resources website

www.austincc.edu/hr
Sample 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?**

<table>
<thead>
<tr>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Can you give me examples of your ability to work effectively with a variety of students?</td>
</tr>
<tr>
<td>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?</td>
</tr>
<tr>
<td>3. Describe a successful experience that you have had in the classroom.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>5. What has been your greatest frustration or disappointment in teaching or in your present position and why do you feel this way?</td>
</tr>
<tr>
<td>6. What do you particularly like about teaching?</td>
</tr>
<tr>
<td>7. What are some of the things about which you and your previous supervisor disagreed and how did you handle the situations?</td>
</tr>
<tr>
<td>8. What kinds of individuals do you find it most difficult to work with? Why?</td>
</tr>
<tr>
<td>9. Describe a successful experience in dealing with students and what you learned from it.</td>
</tr>
<tr>
<td>10. Describe how you use technology in teaching.</td>
</tr>
<tr>
<td>11. Describe how your students use technology in your courses. (Follow-up: What are the technology skills that you expect your students to have?)</td>
</tr>
</tbody>
</table>
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?

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

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?

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How would you describe yourself as an instructor? How would you describe your teaching style?</td>
</tr>
<tr>
<td>2. What motivates you? How would you motivate students?</td>
</tr>
<tr>
<td>3. Can you describe an obstacle you have had to overcome? How did you handle it?</td>
</tr>
<tr>
<td>4. What do you think are the most important characteristics and abilities a person must possess to become a successful faculty member?</td>
</tr>
<tr>
<td>5. What would you consider to be your greatest teaching achievement? Why?</td>
</tr>
</tbody>
</table>
### Goals and Ambitions

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

### Do’s and Don’ts of Interview Questions

<table>
<thead>
<tr>
<th>Topic...</th>
<th>You may ask...</th>
<th>Questions and Statements to stay away from...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>Are you 18 years of age or older?</td>
<td>How old are you? How do you feel about working for a person younger than you? You must be getting close to retirement age...</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>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?</td>
<td>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?</td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>Are you able to perform the duties of the job with or without accommodation? If the applicant indicates that she/he can perform the tasks with an accommodation, you may ask:</td>
<td>Do you have any disabilities? Are you in good health? Do you have any physical defects that 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</td>
</tr>
<tr>
<td>Race</td>
<td>None</td>
<td>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?</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sexual</td>
<td>After employing the individual: Whom can we notify in case of an emergency?</td>
<td>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?</td>
</tr>
<tr>
<td>Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td>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.)</td>
<td>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?</td>
</tr>
<tr>
<td>Origin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religion</td>
<td>Will you be available to work the required schedule?</td>
<td>What church do you attend? Will you need to take time off from work to observe (name of particular religious holiday)?</td>
</tr>
</tbody>
</table>

An employer may make medical inquiries or require a medical examination of all candidates at the time a conditional offer is made.
<table>
<thead>
<tr>
<th><strong>Education</strong></th>
<th>Do you have a high school diploma or equivalent? Do you have a university degree?</th>
<th>When did you graduate from high school or college?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finances</strong></td>
<td>None</td>
<td>Do you own your own home? How long have you lived at your present address? Have your wages ever been garnished?</td>
</tr>
<tr>
<td><strong>Military</strong></td>
<td>What type of education, training, and experience did you receive in the military?</td>
<td>What type of discharge did you receive?</td>
</tr>
<tr>
<td><strong>Unions</strong></td>
<td>Inquiry into membership in organizations if job related</td>
<td>Are you a union member? List all clubs, societies, and lodges of which you are a member.</td>
</tr>
<tr>
<td><strong>Workers’ Compensation</strong></td>
<td>None</td>
<td>Have you ever filed for Workers’ Compensation? Have you had any prior work injuries?</td>
</tr>
<tr>
<td><strong>Arrests</strong></td>
<td>It is best to ask only about convictions for crimes related to the job.</td>
<td>Have you ever been arrested?</td>
</tr>
</tbody>
</table>
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 Services**
AACRAO
One Dupont Circle, NW
Suite # 520
Washington, DC 20036-1110
202-293-9161 x6600
ois@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