



Pima County Community College District Administrative Procedure

<i>AP Title:</i>	Filling Authorized, Vacant, Regular, Staff and Administrator Positions
<i>AP Number:</i>	AP 2.02.01
<i>Adoption Date:</i>	8/5/97
<i>Schedule for Review & Update:</i>	Every three years
<i>Review Date(s):</i>	9/1/98, 10/19/00, 5/16/14, 3/24/16, 12/6/18, 6/13/22
<i>Revision Date(s):</i>	9/1/98, 11/9/00, 5/16/14, 12/6/18, 6/13/22
<i>Sponsoring Unit/Department:</i>	Human Resources
<i>Policy Title(s) & No(s):</i>	Hiring and Assignment of Personnel, BP 2.02
<i>Legal Reference:</i>	Equal Employment Opportunity Title VII of the Civil Rights Act
<i>Cross Reference:</i>	

PURPOSE

The purpose of this Administrative Procedure (AP) is to outline the selection procedure and options identified by the College for filling regular staff and administrator positions.

Before recruitment or an employment option is initiated, the position requires approval by designated personnel. The Chancellor authorizes all new positions for filling. The Campus President (for campus positions), the Executive Vice Chancellor, Vice Chancellor(s) or Chancellor (for appropriate district office positions), may authorize the vacant position for filling and, in consultation with Human Resources, determine which recruitment or employment option is to be

used pursuant to the College's mission, goals, vision, values and objectives or needs, including the effective management of the College's workforce.

If the position is authorized for filling, the hiring supervisor forwards the Recruitment Request Form and any supporting documentation to Human Resources including notice of the approved recruitment or employment strategy to be conducted. The Chief Human Resources Officer has the responsibility to ensure compliance with policies and procedures and to record and report hiring process metrics based on established policies and procedures, as well as authority and responsibility to delay or terminate processes that do not comply.

If the position is not authorized to be filled or the process is terminated, the affected individuals are informed by the appropriate executive-level administrators.

SECTION 1: Internal Competitive Process

- 1.1 The vacancy may be filled through the internal competitive process. Typically, the vacancy is first advertised as an opportunity for current College employees. If the position is filled through the internal competitive process, it shall be considered filled on a regular basis.
- 1.2 If the internal competitive process is utilized, Human Resources and the hiring supervisor or designee develops job announcements and timelines for posting the positions for recruitment.
 - 1.2.1 Internal job announcements are posted on the College's website for seven (7) calendar days.
 - 1.2.2 Job announcements include relevant information about the vacant position, including job title, pay range, description of duties, qualifications and job requirements.
- 1.3 Interested, eligible employees must submit an online application and other required documents no later than the stated deadline.
 - 1.3.1 To be eligible at the time of posting for the internal competitive process, employees must meet the minimum job qualifications,
 - 1.3.2 Employees must not be on a corrective action plan.

- 1.3.3 Board-approved, active, temporary employees, as listed in Banner, must have six successive months of employment, and must submit a written recommendation from a college supervisor.
- 1.3.4 Active, adjunct faculty, as listed in Banner, must have taught two terms in a two-year period at the College, and submit a written recommendation. The recommendation must be from a college supervisor who, by nature of his/her position, can speak to the qualifications of the adjunct faculty.
- 1.4 Human Resources reviews applications based on completeness, skills, and the requirements established in the posting. If all criteria are met, the applications are forwarded to the hiring supervisor and/or the advisory group. Applicants who do not meet the criteria are informed by Human Resources.
- 1.5 A variety of job-related selection techniques are used including: skill testing, online assessments, and screening, by the hiring supervisor and/or advisory group. These activities may be used to identify the candidates to be interviewed. Selection activities are scheduled by the hiring supervisor and/or Human Resources.
 - 1.5.1 The hiring supervisor coordinates interviews with Human Resources.
 - 1.5.2 The hiring supervisor (with or without an advisory group) will interview candidates and make a final selection. If no candidate is selected, an external competitive process is initiated for the position.
- 1.6 If a selection is made, the hiring supervisor completes and submits a candidate selection list to Human Resources for review before the job offer is made.
- 1.7 After receiving approval from Human Resources, the hiring supervisor or designee offers the position to the selected candidate. If the candidate accepts the offer, the start date is agreed upon between the hiring supervisor and the candidate's current supervisor. If the two parties are unable to agree on a start date, the next level administrator(s) has final authority to establish a start date.
- 1.8 The hiring supervisor and/or Human Resources notify applicants who were not selected.

SECTION 2: External Competitive Process

- 2.1 The vacancy may be filled by utilizing the external competitive employment process to fill one or more open positions, positions within the same job family, or establish eligibility lists or applicant pools for open or expected job openings. If the position is filled through the external competitive process, it shall be considered filled on a regular basis.
- 2.2 If the external competitive process is utilized, Human Resources and the hiring supervisor or designee develops job announcements and timelines for posting the positions.
 - 2.2.1 External job announcements will be posted on the College's website for seven (7) calendar days. Exceptions to the posting timeline are authorized by the Chief Human Resources Officer.
 - 2.2.2 Job announcements include relevant information about the vacant position, including job title, pay range, description of duties, qualifications and job requirements.
- 2.3 Applicants interested in the position must submit a completed online application and other required documents no later than the stated deadline.
- 2.4 Human Resources reviews applications based on timeliness, completeness, skills, and the requirements established in the posting. If all criteria are met, the applications are forwarded to the hiring supervisor and/or the advisory group. Applicants who do not meet the criteria are informed by Human Resources.
- 2.5 A variety of job-related selection techniques are used including: skill testing, online assessments, screening, forums, and presentations. Selection techniques may be used to identify candidates to be interviewed. Selection techniques are scheduled by the hiring supervisor and/or Human Resources.
 - 2.5.1 The hiring supervisor coordinates interviews with Human Resources.
 - 2.5.2 The hiring supervisor (with or without an advisory group) will interview candidates and make a final selection. If no candidate is selected, other hiring options are discussed by the hiring supervisor and Human Resources.

- 2.6 If a selection is made, the hiring supervisor completes and submits a candidate selection form to Human Resources for review before the job offer is made.
- 2.7 After receiving notice of Human Resources review, the hiring supervisor offers the position to the selected candidate. The start date is agreed upon between the hiring supervisor and the selected candidate.
- 2.8 Human Resources notifies applicants who were not selected.

SECTION 3: Acting Assignment Process

- 3.1 A vacancy may be filled through the internal acting assignment process. The vacancy is posted as a competitive, opportunity for current, regular College employees. If the position is filled through the acting assignment process, it shall be considered filled on a temporary basis.
- 3.2 If the acting assignment process is utilized, Human Resources and the hiring supervisor or designee develops job announcements and timelines for posting the positions.
 - 3.2.1 Internal job announcements will be posted on the College's website for seven (7) calendar days.
 - 3.2.2 Job announcements include relevant information about the vacant position, including job title, pay range, description of duties, qualifications and job requirements.
- 3.3 Interested employees must submit a completed online application and other required documents no later than the stated deadline, and meet the minimum qualifications.
 - 3.3.1 To be eligible for the internal competitive process, regular employees must not be on a corrective action plan.
- 3.4 Human Resources reviews applications based on timeliness, completeness, skills, qualifications and the job requirements established in the posting. If all criteria are met, the applications are forwarded to the hiring supervisor and/or the advisory group. Applicants who do not meet the criteria are informed by Human Resources.

- 3.5 A variety of job-related selection techniques are used including: skill testing, online assessments, and screening, by the hiring supervisor and/or advisory group. These activities may be used to identify the candidates to be interviewed. Selection techniques are scheduled by the hiring supervisor and/or Human Resources.
 - 3.5.1 The hiring supervisor coordinates interviews with Human Resources.
 - 3.5.2 The hiring supervisor (with or without an advisory group) will interview candidates and make a final selection. If no candidate is selected, Human Resources discusses other hiring options with the hiring supervisor.
- 3.6 If a selection is made, the hiring supervisor completes and submits a candidate referral and selection list form to Human Resources for review before the job offer is made.
- 3.7 After receiving notice of Human Resources review, the hiring supervisor offers the position to the selected candidate. The start date is agreed upon between the hiring supervisor and the candidate's current supervisor. If the two parties are unable to agree on a start date, the next level administrator(s) has final authority to establish a start date.
- 3.8 The hiring supervisor and/or Human Resources notifies applicants who were not selected.

SECTION 4: Interim Appointment

- 4.1 Interim appointment may be chosen as an option if approved by the Chancellor. Appointment is based on: safety and security of students, employees and the public; program accreditation requirements; immediate academic needs; College accreditation, or other immediate business needs.
- 4.2 A request to fill the position with an interim appointment will be submitted to the Chief Human Resources Officer by the administrator. The request will include written justification (criteria) for using this hiring process.
- 4.3 The Chief Human Resources Officer will make a recommendation to the Chancellor for approval or denial.

- 4.4 Interim appointments are normally for one year. Exceptions must be approved by the Chancellor or designee.
- 4.5 Interim appointments are contract personnel, and are subject to the provisions of the *Personnel Policy Statement for College Employees* and the related employee group policy statement, except for certain provisions as outlined in the employment contract.
- 4.6 Written documentation supporting the selected candidate will be provided to the Chief Human Resources Officer.
- 4.7 Positions filled using the interim appointment will be noted as such in the Board of Governors' agenda and reports.

SECTION 5: Other Recruitment Options

- 5.1 The vacancy may be filled by non-selected candidate(s) identified during a previous recruitment for a position with the same title and salary. The previous recruitment process may have been an internal or an external competitive process. In addition, a selection may be made from a recruitment process for a position from within the same job family, but recruited at a higher pay range. The Chief Human Resources Officer has the responsibility to ensure the selection process complies with College procedures and Board policy.
- 5.2 A non-selected candidate may be offered employment up until six months from when the selection form was submitted. The Chief Human Resources Officer may approve exceptions to this time limit.
 - 5.2.1 Human Resources provides information to the hiring supervisor regarding eligible candidates.
- 5.3 A new vacancy that occurs after a job is posted can be included with an ongoing recruitment process when the qualifications and essential duties are the same for the original and subsequent vacancy.
 - 5.3.1 A variety of job-related selection techniques are used including: skill testing, online assessments, and screening by the hiring supervisor and/or advisory group. These activities may be used to identify the candidates to be interviewed. Selection activities are scheduled by the hiring supervisor and/or Human Resources.

- 5.4 The hiring supervisor (with or without an advisory group) will interview candidates and make a final selection. If no candidate is selected, other hiring options are discussed by the hiring supervisor and Human Resources.
- 5.5 If a selection is made, the hiring supervisor completes and submits a candidate selection form to Human Resources for review before the job offer is made.

SECTION 6: Direct Appointment or Reassignment

- 6.1 A vacancy may be filled through a direct appointment or reassignment with the approval of the Chancellor. Appointment is based on: the safety and security of students, employees and the public; program accreditation requirements; immediate academic needs; College accreditation, or other immediate business needs.
- 6.2 The direct appointment may be made through the reassignment and/or relocation of current personnel, or by hiring an individual who is not a current College employee. If the position is filled through the direct appointment process, it shall be considered filled on a regular basis.
- 6.3 A direct appointment or reassignment request will be submitted to the Chief Human Resources Officer by the administrator, identifying the candidate, and providing written justification for using this hiring process.
- 6.4 The Chief Human Resources Officer will submit the written justification with a recommendation to the Chancellor for approval or denial.
- 6.5 Positions filled using the direct appointment or reassignment process will be noted as such in the Governing Boards' agenda and reports.

For more information on the process of Direct Appointments for Directors and Administrators, see [Standard Operating Procedure \(SOP\) 2.02.01-1](#).

SECTION 7: Definitions

Acting Assignment Process

The process used to fill a vacant, regular position on a temporary basis for six months with a regular employee who is in any salary range and meets the

minimum qualifications of the position. Request for extension to this time frame requires the approval of the Chief Human Resources Officer or designee.

Advisory Group

A group of employees or subject matter experts internal or external to the College who screen the materials of applicants, interview applicants, and recommend those applicants who best meet qualifications of the position. The makeup of the advisory group is determined by the hiring supervisor. The Chief Human Resources Officer or designee has the discretion to exclude from serving on the advisory group any individual who has breached confidentiality in the past or a non-College individual deemed not to be a subject matter expert. Typically, the hiring supervisor serves on the advisory group.

Applicant

An individual who submits an application via the College's website, and meets the minimum qualifications of the advertised position. If the individual withdraws from the process, then he or she will no longer be considered an applicant.

Candidate Selection Form

A form that notes the finalist(s) and basis for the selection decision.

Direct Appointment Process

The process used to fill a regular, vacant position through reassignment and/or relocation of current personnel, or an external recruitment process. A direct appointment can only be made with the approval of the Chancellor. The individual selected for the direct appointment must meet the minimum qualifications of the position. Refer to the definition of "Minimum Qualifications" below.

Equivalent Skills

- **Substituting Experience for Education**

Two years of relevant work experience may be substituted for one year of required education, any degree (associate through doctorate). Most positions require some years of work experience in addition to the required education. The work experience must be in the field specified in order to be considered for substitution.

- **Substituting Education for Experience**

In general, education cannot be substituted for missing years of experience. If a candidate has education in a major that is directly related to the position, this can be substituted for some of the years of experience requirement.

External Competitive Process

The process used to fill regular positions by accepting applications from individuals who are external to the College.

Hiring Supervisor

The College employee responsible for filling the vacant position and coordinating the recruitment process.

Interim Appointment Process

The process used to fill a regular staff/administrator position on a temporary basis (not more than one year) through direct appointment or an external competitive process. Individuals filling these positions are not considered regular personnel, must meet the minimum qualifications of the position, and benefit eligibility is determined on a case by case basis.

Internal Competitive Process

The process used to fill vacant, regular positions with College employees who meet the position qualifications and are:

- Employees who are not on a corrective action plan
- Board-approved, active, temporary employees, as listed in Banner, have six successive months of employment and submit a written recommendation from a college supervisor.
- Active, adjunct faculty, as listed in Banner, and who have taught two terms in a two-year period at the College, and submit a written recommendation. The recommendation must be from a college supervisor who, by nature of his/her position, can speak to the qualifications of the adjunct faculty.

Interview

A discussion between the candidate and the advisory group or hiring supervisor to better understand the candidate's qualifications for the position.

Job Announcement

Job announcement about a vacant position that includes relevant information including job title, pay range, salary, description of duties and job requirements.

Job Offer

An offer to a candidate to fill a position.

Minimum Qualifications

The years of experience, education level, licensure, or equivalent skills an applicant must possess to meet the minimum requirements of the position.

New Position

A new, regular, vacant position created to meet the needs of the College. Refer to the definition of “Vacant Position” below.

Non-Selected Alternate (NSA)

A candidate identified as an alternate selection for a current or previous recruitment, if multiple candidates are identified. On the candidate referral and selection list, they are numbered (NSA1, NSA2, etc.) in order of recommendation.

Reassignment Process

A College-initiated process used to fill a regular, vacant position by moving a regular employee from his or her current position to another position at the same level or lower.

Regular Employee

An employee who works at least the equivalent to nine months per year and is designated as a regular employee. A regular employee is not classified as temporary and is not serving an initial hire probation period.

Screening

A review of the candidates’ application materials by the advisory group and/or hiring supervisor. This is typically used to determine which candidates are selected for an interview.

Vacant Position

Vacant positions are regular positions where the incumbent employee has separated from employment with the College, or the Personnel Action Request form has been processed by Human Resources indicating the incumbent employee will be separating from employment with the College.