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Chapter: Human Resources

Modification No. 002

Subject: **Allocation, Recruitment, Appointment, and Onboarding of Regular Employees and Temporary with Benefits Employees**

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- I. Montgomery College recognizes that its employees are essential to the institution's success and its ability to fulfill its mission of serving students and engaging with the community. Accordingly, the College is committed to recruitment, hiring, and onboarding practices that reflect its mission and values and ensure a workforce that is reflective of the community we serve.
- II. The College is committed to the consistent application of employment policies; fostering of ethical and nondiscriminatory practices in all matters related to employment; facilitating identification of the best possible candidate for each available position and providing opportunities for career growth and development for existing employees.
- III. New positions are established by the Board of Trustees through the adoption of the College's annual budget.
- IV. The College does not discriminate against any student, employee, or applicant for employment on the basis of any class protected by applicable federal, state, or local law and in accordance with the College's values and policies, including [31006: Equal Employment Opportunity and Non-Discrimination](#).
- V. To ensure equitable treatment of all applicants, it is the policy of the Board of Trustees that candidates will be evaluated based on the needs of the college and the standards and qualifications established for the position. Appropriate confidentiality shall be maintained throughout the recruitment and hiring process, as applicable.
- VI. The president has overall responsibility for the recruitment, selection, and appointment of all employees, subject to available funding.
- VII. A position may be filled without a competitive search process, including by appointment, promotion, or reassignment, when such action is determined to be in the best interests of the College. The president has final approval for such actions
- VIII. The Board of Trustees authorizes the president to establish any procedures necessary to implement this policy.

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I. Scope and Applicability

This policy applies to budgeted and grant funded administrators, full-time faculty, and staff positions as well as temporary with benefits employees.

II. Definitions

Acting Appointment: employees who are temporarily assigned to a filled position while the incumbent is on leave or temporarily performing the duties and responsibilities of another position at the College.

Allocation: the assignment of positions or resources to departments or units based on organizational needs and priorities.

Applicant: an individual who has submitted an application for a position.

Appointment: the placement of an individual into a position either by a competitive search process or direct assignment.

Candidate: an applicant who has been screened, meets the required qualifications, and is under consideration for the position.

Competitive Search Process: a recruitment process that is open to all persons (internal and external) meeting the required qualifications of the position.

Conditional Offer: An offer of employment contingent upon the candidate's successful completion of specified pre-employment requirements, such as background checks, prior to finalization of employment.

Hiring Manager: the individual responsible for filling an open position within their team.

HRSTM Recruiter: a human resources professional who specializes in sourcing and hiring qualified candidates for open positions.

Interim Appointment: employees who are temporarily assigned to a vacant position.

Onboarding: ongoing process of integrating new employees into their roles, providing role-specific training, and supporting their personal and professional development within the College.

Orientation: a HRSTM program which has the goal of familiarizing new employees with the College's mission, values, policies, expectations, and available resources.

Recruitment: the process of selecting and placing qualified individuals into positions to meet the staffing needs of the College.

**Screen:** the process of evaluating job applicants to determine their qualifications and eligibility for candidacy for a position.

**Search Advocate:** an employee who has completed the College's search advocate training program. These individuals serve as neutral process advisors embedded in the competitive search process as part of the Search Committee.

**Search Committee:** a group of people formed to assist a hiring manager with screening, interviewing, and evaluating applicants for a specific position.

### III. Roles and Responsibilities

- A. **Hiring Manager:** The hiring manager has the primary responsibility to initiate and monitor the recruitment process. The hiring manager is accountable for a timely and responsive screening and interview process. The hiring manager, in collaboration with the appropriate unit administrator, is responsible for making the final determination as to which candidate to hire and submitting documentation to HRSTM. Apart from forwarding details about open positions to potential applicants during recruitment, under no circumstances should a hiring manager communicate with any applicant or candidate regarding the position vacancy and recruitment outside of the formal process. The hiring manager is also responsible for informing the search committee, if used, of matters related to the search, for example if it is canceled.
- B. **HRSTM Recruiter:** Human Resources and Strategic Talent Management (HRSTM) assigns a recruiter to manage a competitive search process and to act as a resource by providing guidance and ensuring that the process is consistent with approved College policies and procedures. The recruiter is responsible for supporting the hiring manager by facilitating the search process through posting job announcements, sourcing candidates, ensuring a broad pool of applicants, screening applications and forwarding qualified candidates to the hiring manager. The recruiter is the designated point of contact for all candidate inquiries regarding the application and hiring process. The recruiter is the first point of contact for resolving any recruitment-related issues. Additionally, the recruiter is responsible for drafting the necessary offer letter or employment agreement upon completion of the necessary procedures and for making any employment offer on behalf of the College.
- C. **Search Advocate:** A trained search advocate who may be embedded in the search process to promote inclusive practices. However, all search committee members complete required training that addresses implicit bias, inclusivity, and best practices.
- D. **Search Committee:** A committee consisting of peers and stakeholders may assist a hiring manager with the hiring process by evaluating candidates. To be eligible to serve on a search committee, individuals must complete required training in accordance with HRSTM guidelines and agree to maintain confidentiality throughout the recruitment process.

If a search committee is used, the hiring manager may lead the search committee as the chair, or they may choose to delegate the responsibility and appoint another member to serve as chair. Search committee responsibilities include reviewing and screening applicants, developing interview questions with

benchmarks, conducting interviews, and evaluating candidates' interview performance against benchmarks. If a search committee is not used, additional consultation with the HRSTM recruiter is required. Under no circumstances should a search committee member communicate about the search process with any applicant or candidate outside of the formal process.

IV. Position Management and Allocation

Requests for new positions are initiated through the College's planning and budget development processes. Requests should identify the need for the position and its alignment with the College's strategic and operational plans. Position requests are reviewed through established administrative channels prior to inclusion in the proposed operating budget.

V. Authorization to Fill Vacant Positions

- A. Prior to initiating a process to fill a vacant position, approval must be obtained from the president, the corresponding Senior Vice President, Chief, or other senior leader with supervisory authority over the position to confirm that the position remains budgeted or grant funded and aligned with the best interests of the College.
- B. The hiring manager must request and receive appropriate approvals, as determined by senior leadership, before the position can be filled either through a competitive search process or through direct assignment. Upon appropriate approvals, the hiring manager will notify HRSTM and recruitment can be initiated.
- C. The determination of whether to fill a position by direct assignment or through a competitive search process shall be made by the hiring manager with the approval of the administrator in the supervisory chain with oversight responsibility, the corresponding Senior Vice President, and in consultation with HRSTM.
- D. In some instances, an external search firm may be used in order to broaden the reach and scope of a recruitment process. The use of an external search firm must comply with the College's procurement procedures and must be approved in advance by the Chief Human Resources Officer and the associated Senior Vice President or equivalent senior leader.
- E. Administrator and Staff Positions
  - 1. The hiring manager confers with their supervisor, the appropriate area administrator and/or senior leader, and HRSTM, to assess and determine the workforce and staffing needs within the unit through evaluation of the department, program, or area needs and relevant workforce and enrollment data.
  - 2. If a position is to be filled by a competitive search process, the hiring manager will draft a new job profile or will update the existing job profile. The job profile is submitted to HRSTM to conduct a final review to confirm job title, grade, salary range, bargaining unit eligibility, and Fair Labor Standards Act (FLSA) status.

3. All appointments to administrator positions require the approval of the president.

F. Full-time Faculty

1. The Academic and Student Affairs divisions will assess and determine the staffing needs through a thorough analysis and evaluation of department, discipline, and program needs and relevant enrollment data.
2. Once a full-time faculty position is approved to be filled by a competitive search process, the dean, as the hiring manager, will draft a new job profile or will update the existing job profile. The job profile is submitted to HRSTM.

VI. Acting or Interim Appointments

- A. Individuals may be assigned to a vacant position in an acting or interim capacity when necessary to support College operations.
- B. The selection of employees to serve as acting or on an interim basis should be based on the position, the needs of the College, and the employee's qualifications
- C. The filling of an administrator vacancy with an acting or interim appointee requires the approval of the president.
- D. Acting or interim positions are temporary in nature and will normally not exceed one year. HRSTM will monitor all acting and interim appointments and work with the unit to establish a recruitment strategy to permanently fill the position within one year.

VII. Direct Assignment

Hiring Managers wishing to fill positions through direct assignment must do so in consultation with the Chief Human Resources Officer (or designee) to ensure a transparent and equitable process is followed.

VIII. Competitive Search Process

A. Strategy and Plan

1. For vacancies to be filled by a competitive search process, the hiring manager, in consultation with HRSTM and in accordance with Section V., may decide to use any of the following methods, subject to compliance with any applicable collective bargaining agreement. Divisions or departments with positions that are placed across locations and/or with multiple shifts will normally require, at minimum, an internal or department/division competitive search process.
  - a. by conducting an “**internal/external**” competitive search process, which is open to all qualified college employees and the general public. In most cases, position vacancies will be posted internally for five (5) business days before external posting.



population. Consideration for committee membership should include relevancy of departments/disciplines/areas of the college, types of roles and responsibilities, and location and/or campus. In some instances, when subject matter expertise is needed or the position may interact with College partners, individuals who are not employees of the College may be invited to participate in the search with advance approval by HRSTM and subject to all search committee member requirements.

2. For budgeted positions below grade 31, a search committee is generally recommended, or a tiered interview process may be used. In this process, a candidate will complete multiple interviews with different individuals. The hiring manager must consult with their supervisory chain and the recruiter throughout this process.
3. The hiring manager is required to meet with the search committee to provide them with direction and outline the parameters of the search.

E. Interviews

1. The purpose of an interview is to better assess and understand a candidate's skills, experience, and background. Additionally, consideration should be given to a candidate's commitment to student success, inclusion, and the ability to advance the College's mission. The interview should also provide an opportunity for the candidate to gain a better understanding of the College, culture, and expectations of the position.
2. The hiring manager and HRSTM recruiter will partner to review the parameters related to interviews, including teaching demonstrations, presentations, skills tests, writing samples, and any other relevant aspects of the interview process.
3. A structured interview format will be used to ensure a fair and equitable process for each candidate and in accordance with interview guidelines available from the HRSTM recruitment team.
4. The hiring manager will ensure that interviews take place in an appropriate location that is accessible, equipped appropriately, and ensure that accommodations are provided for those candidates who request them.
5. Following interviews with the search committee and hiring manager, full-time faculty will be interviewed by the corresponding Senior Vice President or their designee.
6. The president is the final step in the hiring process and serves as the final approving authority for all full-time faculty and administrator appointments, including regular, interim, acting, or otherwise temporary. The final review includes an interview with them or their designee.

F. Selection and Documentation

1. If a search committee is used, upon completion of the interview process, the search chair will submit a summary of the committee's evaluation of the interviewed candidate's strengths and weaknesses.
2. The hiring manager, in collaboration with the unit administrator, is responsible for making the final determination as to which candidate to hire. The search committee's feedback is considered by the hiring manager when making a hiring decision.
3. The hiring manager is responsible for completing and submitting the required recruitment documents.
4. Salary determination will be made in accordance with 35001: Compensation Programs or the appropriate collective bargaining agreement.
  - a. HRSTM has responsibility for making initial salary placement determinations for staff and administrator positions.
  - b. Initial salary placement for new full-time faculty is determined through a collaborative review involving the hiring dean, faculty recruiter, and compensation specialist and is based on a documented point system that evaluates documented, discipline-related experience, education, specialized licensure or credentials, and other relevant factors. Final salary placements are determined by HRSTM.
  - c. Hiring managers may request the initial salary placement from HRSTM and an explanation of how the placement was determined.
5. The HRSTM recruiter is responsible for communicating selection decisions to all candidates at all stages of the hiring process, including notices to applicants who are screened out before interviews, not advanced after interviews, or not selected for appointment. Once a candidate has accepted an offer of employment, other candidates will be notified within 5-7 business days.
6. The HRSTM recruitment team is responsible for issuing the official written conditional offer of employment to the selected candidate on behalf of the College.
7. Hiring managers may not extend verbal or written offers to candidates outside the HRSTM process, except in extraordinary circumstances and only after written approval by HRSTM. Once an official offer has been made, the hiring manager may meet with the selected candidate to discuss position details, next steps prior to onboarding, and/or to address questions that may help the candidate better understand the role and the opportunity.
8. Upon acceptance of the conditional offer, the recruiter will be responsible for providing written instructions to the candidate regarding the

completion of required employment forms and related data and documentation.

9. The HRSTM recruitment team conducts background checks, then initiates the onboarding process for new employees.
10. In the event that a position is canceled after interviews have been taken place, the College shall provide notice candidates who were interviewed and document the cancellation in the recruitment file.

**IX. Orientation and Onboarding**

- A. Employee orientation and onboarding are critical components of an employee's integration into a new work environment. These programs lay the foundation for employee success, engagement, and accelerated productivity.
- B. New hire orientation is a formal program managed by HRSTM designed to introduce the new employee to the College's structure, mission, vision and values, employee expectations and requirements, highlight major policies, and procedures, review pertinent administrative, benefits and training requirements. Full-time faculty orientation is conducted in collaboration with the center for teaching and learning.
- C. Onboarding is an ongoing process designed to help new hires integrate into their new role, provide training on the new job and create opportunities for continued personal and professional development. Supervisors are responsible for providing onboarding to new hires which includes an explanation of expectations and requirements of the position, department/office procedures, organizational structure, and the functional relationships with key departments/offices of the College. For new administrators, the supervisor will ensure that they visit all locations of the College and are introduced to other key officials.

**X, Sanctions**

Deviations from this policy and procedure may be subject to disciplinary action pursuant to Policy 34002: Disciplinary Action and Suspension.

Any candidate who has reason to believe that this policy and procedure was not followed should submit their concern to the HRSTM recruitment team, Chief Human Resources Officer, or submit an anonymous complaint via Ethicspoint.

**XI. Education**

Education is a key element of this Policy. The College will provide education and information, as appropriate, to enhance understanding and increase awareness. All individuals involved in the recruitment process are required to complete training before they may participate in a competitive search process. Any mandatory education requirements will be announced and posted on the College's website.

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Administrative Approval: February 2, 2021; April 24, 2026.