

**PANOLA COLLEGE**  
**OFFICE OF HUMAN RESOURCES**  
**HIRING PRACTICES AND EMPLOYMENT PROCEDURES GUIDE**

This guide has been prepared to provide the employees of Panola College with a standardized selection process that reflects its commitment to equal employment opportunities and compliance with federal and state employment laws and legislation. The intended purpose of this guide is to cover the complete selection process and outline the specific responsibilities of all parties involved in the employment process. Although comprehensive, there will be times when additional information will be needed. The Human Resources Office should be contacted for guidance, information, and updates of policies and procedures and pertinent employment laws and legislation to ensure that legal standards and good employee relations are followed throughout the selection process.

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**PANOLA COLLEGE**  
**OFFICE OF HUMAN RESOURCES**  
**INTRODUCTION**

**Equal Employment Opportunity:**

Panola College is an equal opportunity and affirmative action institution and does not discriminate on the basis of sex, race, color, religion, age, national origin, disability, genetic information or veteran's status in its educational program, employment policies or activities.

**Authority to Hire:**

The Board of Trustees has the legal authority and duty to appoint or employ agents, employees, and officials as deemed necessary or advisable to carry out any duty, power, or function of the Board; to appoint a President, employ Vice Presidents, and other Administrative Officers; and, upon the President's recommendation, to employ Faculty and other employees of the College. The President shall recommend to the Board faculty and other contract personnel to be employed. The appropriate Vice President shall recommend the best candidates for a position to the President.

**APPLICANT SCREENING PROCESS:**

**The Screening Committee as a Hiring Practice:**

Screening committees shall be used for all full time positions. Screening committees are not required for other types of positions. The appropriate Vice President is responsible for the selection and recommendation to the President for Support Staff positions. In these instances, the same committee process will be followed. The screening process involves evaluating applicants and determining which applicants best meet the requirements of a position. The decision is based upon a set of objective criteria which the appropriate Vice President and/or the President believe must be present in order for the job to be performed satisfactorily. The chance of making a poor hiring decision is greatly reduced when appropriate methods of evaluation and selection are utilized.

**THE SCREENING COMMITTEE PROCESS:**

**MAJOR STEPS**

**Notification of Available Position:**

The process of selecting Faculty or Staff begins once a personnel need and the budgetary support to fill an existing or newly created position has been determined by the appropriate Vice President and/or the President. The Vice President prepares a "Request for Personnel." Once the "Request" is approved by the appropriate Vice Presidents and the President, the Human Resources Office is authorized to post and advertise the position.

**Appointment of the Committee:**

The appropriate Vice President, in consultation with the President, will appoint members of the screening committee and its chair in writing. Screening committees should be made up of 5 to 7 members for Faculty and Professional positions and 3 to 5 members for Support Staff positions with the option of

additional members being included where deemed appropriate. The screening committee should be formed and charged prior to the closing date for applications.

**Position Announcement:**

The Human Resources Office will prepare and post the "Position Announcement." Employment criteria shall be clearly defined in the "Position Announcement" and must be objective and directly related to the job to be performed and to essential duties related to the position. The announcement must distinguish between requirements and preferences. The announcement will identify the required application materials to be submitted, including a cover letter, resume, copies of official transcripts, contact information on three (3) professional references, foreign transcripts evaluation and, where desired, a statement of teaching philosophy. The announcement will also contain information concerning the starting date and information on beginning compensation. A closing date, a statement that the closing date is to be determined, or a statement that the vacancy shall remain open until the position is filled will be included.

The position announcement shall reflect the institution's commitment to equal employment opportunity to encourage a diverse applicant pool. The Human Resources Office may advertise in appropriate local, state, national, and professional publications to enlarge the pool of candidates.

Once a position is advertised, it should be acted on in a timely fashion.

**The Applicant Pool:**

Applications shall be reviewed by the Human Resources Officer to ensure that the individuals included for interview meet the minimum advertised criteria for the position in terms of education and applicable work experience. If questions arise regarding course and/or degree equivalence or other questions of interpretation, the appropriate Vice President should be consulted. The Human Resources Officer will verify compliance with college, state, and federal requirements.

In screening and selecting applicants, screening committees should look at the total person and what he or she has to offer regarding knowledge, skills, and abilities. Qualifications for the job should be the determining factors throughout the process.

**Screening Committee:**

The Screening Committee will act on behalf of the institution to evaluate credentials, conduct employment interviews, and recommend candidates to the appropriate Vice President and the President. All work of the committee must be conducted in strictest confidence. However, screening committees may choose to allow access to teaching demonstrations or open forum discussions, but not interviews or committee meetings, to Panola College employees not serving on screening committees.

**Recommendation for Employment:**

Upon the final decision of the President to recommend a prospective employee to the Board of Trustees, the appropriate Vice President should initiate the "Recommendation for Employment" form. The appropriate Vice President will sign the form as "Recommending;" the President will sign the form "Approving;" and the Human Resources Officer will sign the form, signifying that the proper salary grade and step has been assigned. This form and the prospective employee's credentials will be forwarded to the President for inclusion in the Board packet.

**VERIFICATION OF CREDENTIALS, REFERENCES, AND PAST EMPLOYMENT:**

Previous employment references are checked at least two (2) times, preferably three (3) times. The Screening Committee Chair initiates the process by checking references prior to submitting the finalist's names for the position to the appropriate Vice President. This check ensures that each candidate sent forward for an interview with the appropriate Vice President is a viable applicant. Credentials and transcripts should be evaluated to ensure that the individual meets the minimum SACS educational requirements. If questions come up in this regard, the appropriate Vice President should be consulted. The appropriate Vice President, once his/her interviews are complete, shall check the employment references

of the candidate(s) being recommended to the President. This check will include evaluation and verification of the individual's academic credentials. This check allows the Vice President the opportunity to learn valuable information about the candidate(s) to support the recommendation of the finalist(s). The Human Resources Officer makes a final reference check. Employment history and credentials are checked in addition to a criminal history check and verification of the accreditation of the institution from which the highest degree is attained. For some positions, a drug screen may be required.

**APPROVAL FOR EMPLOYMENT:**

Once the documentation for employment recommendations are completed and signed, the candidate's name shall be placed on the next Agenda for Board approval. Candidates for Faculty, Administrative, or Professional positions shall not start to work without Board approval. Candidates for Support Staff positions shall not start to work without the President's signature on the "Recommendation for Employment" form.

**DUTIES AND RESPONSIBILITIES:**

**Statement of Philosophy:**

In accordance with standard hiring practices at colleges across the United States, a screening committee composed of Panola College employees will be formed in each discipline or division in which a vacancy exists. This committee will have the responsibility to evaluate credentials, conduct employment interviews, screen applicants, and make employment recommendations to the appropriate Vice President and the President. This process will be conducted consistently with existing state and federal laws, and Panola College policy. In order to preserve a professional image, all work of the committee will be conducted in strict confidence. However, screening committees may choose to allow access to teaching demonstrations and/or open forum discussions to Panola College employees not serving on the screening committee. Effective selection involves the appropriate Vice President, President, Human Resources/EEO/AAP Office, and Screening Committee working together as a team. Each individual on the team plays an integral part in ensuring a quality hiring process is followed; a process that will secure the most appropriate candidate for the position. Since Panola College highly values the candidate selection process, it should be given priority status. Specifically, the President, Vice Presidents, Human Resources Office, and Screening Committees should act in a timely manner.

**EMPLOYEE START DATE:**

The Human Resources Office shall notify the appropriate Vice President or his/her designee once the recommended new employee has been approved for employment. The appropriate Vice President shall determine a start date which will be noted on the "Notice of Personnel Action" form.

**NEW EMPLOYEE ORIENTATION:**

After employment has been approved, and the prospective new employee accepts the employment offer, the new employee shall be placed on the payroll and provided orientation on benefits and policies by the Human Resources Office.

**PANOLA COLLEGE**  
**OFFICE OF HUMAN RESOURCES**  
**CREDENTIALS**

**AN OFFICIAL TRANSCRIPT IS:**

Definition: An official transcript is one that has been received directly from the issuing institution. Receipt may be by mail or through mutually approved electronic media. All mailed documents must bear the college seal, date, and appropriate signature. All electronically transmitted documents must be received in accordance with standard protocol procedures established by the participating parties. Transcripts received that do not meet these requirements should not be considered official and should be rejected for permanent use.

Endorsement: The definition of "official transcript" was endorsed by the Texas Association of Collegiate Registrars and Admissions Officers on November 3, 1993.

Authentication: An official transcript will be sent or transmitted directly from the issuing institution. A mailed transcript will bear the correct institutional seal and signature from the issuing institution. An official transcript will be recently dated.

The Burden of Acceptance: This definition recognizes that the burden of acceptance for all forms of documentation lies with the recipient; it is the recipient who ultimately determines whether the document is official for their purposes.

Information on an Official Transcript: A transcript contains all essential academic data such as dates of attendance, courses taken, grades and credits awarded, and degrees received. It may also contain a record of previous institutions attended, participation in honorary societies, and information related to the student's current status in the institution.

What are Unofficial Documents: Records which may have been in the hands of students or other parties are considered not official. Letters, grade reports, diplomas, and graduation lists are also considered unofficial.

What the Recipient Should Look For: Was the document mailed or transmitted directly from the issuing institution? If mailed, was the document received in a sealed institutional envelope using an institutional postage meter (rather than a stamp)? If transmitted, were the proper protocol procedures followed? If mailed, is there a registrar's signature and an institutional seal? IF transmitted or mailed, was the document received in the proper format? Does the document have recent date of issue? Are the records submitted or received consistent with the person's academic/employment background and with your personal knowledge of the candidate?

If You Have Questions: Telephone the Registrar's Office of the issuing institution to verify the dates of attendance, degrees granted, and honors received, write for more details, or return the actual document (or a copy) to the issuing institution for verification. If you receive a document other than an official transcript, ask the person to request that an official transcript be sent to you directly. Do not return suspicious documents to the individual, they will be necessary should legal action be required.

Privacy: Under the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment), this information is being released to you on the condition that you will not permit any other party to have access to such information without the written permission of the student.

### **DETECTING FRAUDULENT CREDENTIALS:**

1. CHECK THE ENVELOPE the document arrives in before opening it for the following:
  1. Does the envelope have the college's return address and/or logo pre-printed on it?
  2. Is the envelope postmarked from the correct point of origin?
  3. Does the envelope have an institutional meter mark instead of a postage stamp?
  4. Was it mailed directly from the college's Records Office?

Note: If upon checking the envelope you answer "NO" to one or more of these questions, you are probably dealing with an unofficial copy of the college's transcript. You may be dealing with a fraudulent record.

2. CHECK THE DOCUMENT CAREFULLY for the following information and format:
  1. Does the document have a recent date on it?
  2. Is there a clear signature, name stamp, or facsimile signature on the document?
  3. Does the document have a clear impress, emboss, background, or laser seal on it?
  4. Does the seal indicate the same college as the document?
  5. Are the style and type fonts consistent throughout the document?

Note: If upon checking the document you answered "NO" to one or more of these questions, you should be suspicious of the document's origin and validity. If you answered "NO" to one or more of the questions on the envelope and to one or more of the questions on the document, you may be dealing with a fraudulent record.

3. The best protection from credentials fraud is to call the college's Records Office and ask for verification of the student's attendance. College personnel are allowed under the Family Educational Rights and Privacy Act to verify the semesters of attendance, the number of hours taken each semester, and any degrees that the student may have earned. This is usually enough information to determine if the record is fraudulent or not. A long distance call is a lot cheaper than replacing an employee that is burdening the institution by not performing at the level that his/her fraudulent credentials would indicate as acceptable.

Note: Most colleges are now using security paper in an effort to combat fraudulent credentials. Security paper has a subdued background that usually indicates "copy", "unofficial copy", or "official" when photocopied, or other reproduction methods are used. Such copies as well as copies which indicate "issued to student" should never be accepted as official.

### **DEGREES RECEIVED OUTSIDE THE UNITED STATES:**

Applicants who receive their degrees outside of the United States are required to have their transcript(s) evaluated by an approved educational evaluation service. This service must be done at the candidate's own expense prior to being considered for employment by Panola College.

**REQUIREMENTS**

Faculty teaching academic transfer courses are required to have a master’s degree and 18 graduate hours in the field of teaching or an Interdisciplinary master’s degree that includes graduate hours in multiple disciplines for which an accredited university has certified master’s status for all parts of the academic degree combination.

Faculty teaching preparatory studies (developmental/remedial courses) are required to have a bachelor’s degree in the discipline related to the teaching assignment and either teaching experience in a related discipline or graduate training in remedial education.

Technical studies/degree faculty must have a degree at least equivalent to the level at which they teach or industry verified experience and training/certification that demonstrate their expertise in the discipline or field in which they teach.

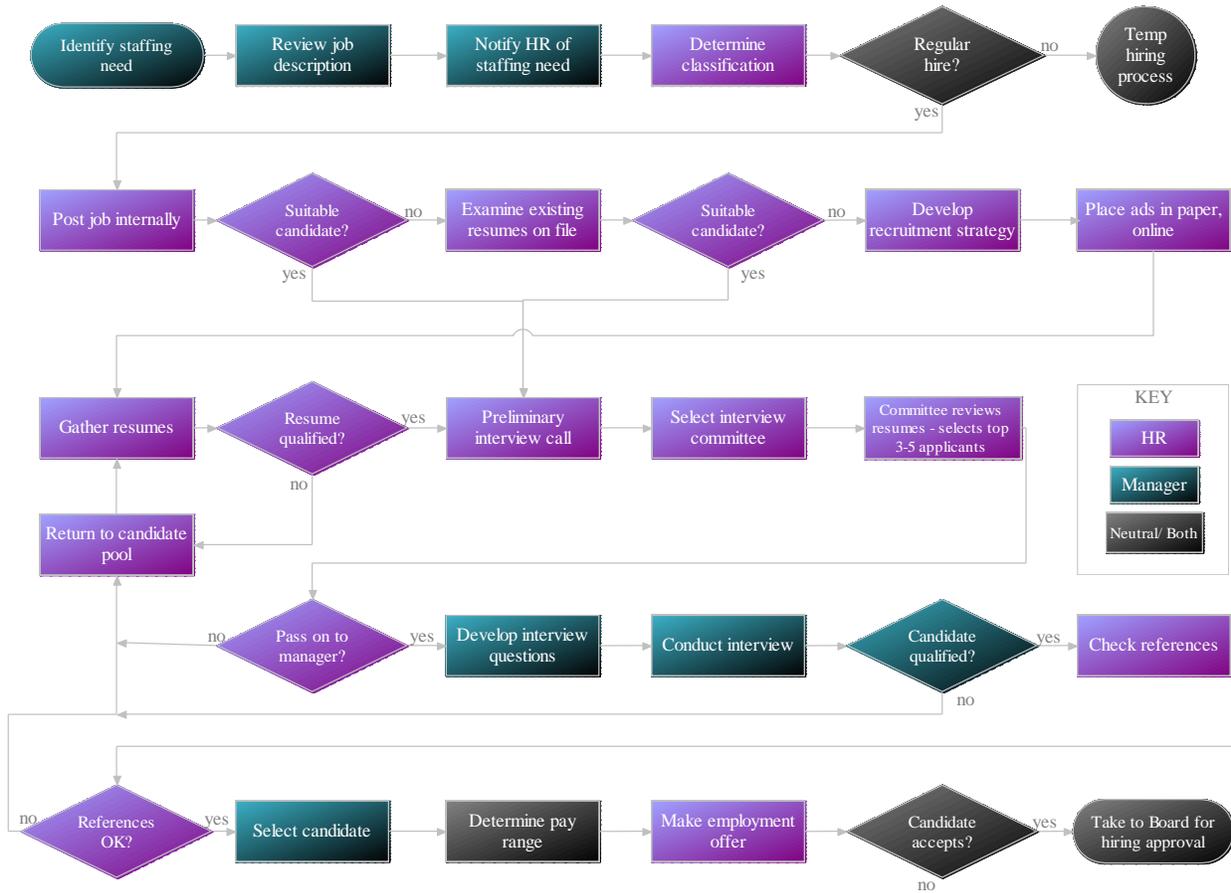
All health science instructors (Associate Degree Nursing, Licensed Vocational Nursing, Occupational Therapy Assistant, Emergency Medical Services, Health Information Technology, Medical Laboratory Technician, and Medical Assisting, etc.) must have the certification for teaching required by their respective state and/or national boards. For all faculty, professional development or continued university study are required.

The Kinesiology department will use the following rubric when identifying its qualified faculty:

<b>Department</b>	<b>Course Prefix</b>	<b>Course Type</b>	<b>Minimum Requirements</b>
Kinesiology	KINE –1100,1101,1103 1108,1111,1113,1116 1119,1125,1128,1129 1130,1131,1132,1133 1135,1136,1138,1139 1141,1146,1147,1148 1150,2100,2101, 2103,2108,2111,2116 2119,2125,2128,2129 2130,2131,2132,2133 2134,2135,2136,2139 2141,2146,2147,2148 2150	Transfer (Activity Courses)	Bachelor’s degree.  Documentation of expertise in activity course taught.  Evidence of competence in the area of instruction.  Maintain expertise appropriate to teaching responsibilities.
<b>Department</b>	<b>Course Prefix</b>	<b>Course Type</b>	<b>Minimum Requirements</b>
Kinesiology	KINE 1107, KINE 1137 KINE 1164, KINE 1301 KINE 1304, KINE 1306, KINE 1308, KINE 1321, KINE 1338, KINE 2107, KINE 2137, KINE 2356	Transfer (Academic Courses)	Master's in Kinesiology, Physical Education, Exercise Physiology, Exercise Science, or Athletic Training.  or Master's with 18 graduate hours in Kinesiology, Physical Education, Exercise Physiology, Exercise Science, or Athletic Training.  or Master's with a combination of 18 graduate hours in Kinesiology, Physical Education, Exercise Physiology, Exercise Science, or Athletic Training.

**PANOLA COLLEGE**  
**OFFICE OF HUMAN RESOURCES**  
**FORMS**

**HUMAN RESOURCES: HIRING PROCESS FLOWCHART**





# PERSONNEL INTERVIEW SCHEDULE

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Position

The Screening Committee consists of:

- |          |          |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

Interviews have been scheduled:

Date	Time	Applicant's Name

\_\_\_\_\_  
Signature – Human Resources Office

\_\_\_\_\_  
Date

# PANOLA COLLEGE SCREENING COMMITTEE INTERVIEW FORM

NAME OF APPLICANT: _____ DATE: _____
POSITION DESIRED: _____

Check the applicant's advantages and disadvantages below. Keep in mind their appearance; their bearing and expression; their job knowledge; and their motivation and personality.

### ADVANTAGES

- |  |   |
|--|---|
| <input type="checkbox"/> Articulate            | <input type="checkbox"/> Motivated            |
| <input type="checkbox"/> Attire – professional | <input type="checkbox"/> Polite               |
| <input type="checkbox"/> Calm                  | <input type="checkbox"/> Prepared             |
| <input type="checkbox"/> Computer skills –good | <input type="checkbox"/> Punctual             |
| <input type="checkbox"/> Competent             | <input type="checkbox"/> Qualified            |
| <input type="checkbox"/> Confident             | <input type="checkbox"/> Relaxed              |
| <input type="checkbox"/> Eager                 | <input type="checkbox"/> Sincere              |
| <input type="checkbox"/> Eye Contact – good    | <input type="checkbox"/> Team player          |
| <input type="checkbox"/> Good listening skills | <input type="checkbox"/> Trained              |
| <input type="checkbox"/> Handshake – firm      | <input type="checkbox"/> Travel – ability to  |
| <input type="checkbox"/> Leadership qualities  | <input type="checkbox"/> Well versed          |
| <input type="checkbox"/> Likeable              | <input type="checkbox"/> Willingness to learn |

### DISADVANTAGES

- |  |   |
|--|---|
| <input type="checkbox"/> Abrupt                  | <input type="checkbox"/> Late                 |
| <input type="checkbox"/> Arrogant                | <input type="checkbox"/> Needs training       |
| <input type="checkbox"/> Attire – unprofessional | <input type="checkbox"/> Overconfident        |
| <input type="checkbox"/> Brash                   | <input type="checkbox"/> Pompous              |
| <input type="checkbox"/> Computer skills – poor  | <input type="checkbox"/> Poor vocabulary      |
| <input type="checkbox"/> Condescending           | <input type="checkbox"/> Rushed               |
| <input type="checkbox"/> Critical                | <input type="checkbox"/> Travel, inability to |
| <input type="checkbox"/> Disagreeable            | <input type="checkbox"/> Unorganized          |
| <input type="checkbox"/> Eye Contact – poor      | <input type="checkbox"/> Unpleasant           |
| <input type="checkbox"/> Handshake – weak        | <input type="checkbox"/> Unprepared           |
| <input type="checkbox"/> Hesitant                | <input type="checkbox"/> Unqualified          |
| <input type="checkbox"/> Incompetent             | <input type="checkbox"/> Unsure               |

### COMMENTS:


### Overall Impression:

Unsatisfactory \_\_\_\_\_ Marginal \_\_\_\_\_ Satisfactory \_\_\_\_\_ Very Good \_\_\_\_\_ Excellent \_\_\_\_\_

I rank this applicant \_\_\_\_\_ out of \_\_\_\_\_.

\_\_\_\_\_  
Screening Committee Member



**NEW HIRE REFERENCE CHECK FORM**

**CANDIDATE NAME:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**VACANCY JOB TITLE:** \_\_\_\_\_

**NAME OF REFERENCE/TITLE:** \_\_\_\_\_

**Introduce yourself stating your name and position with Panola College.**

“ \_\_\_\_\_ *has given your name as a reference for the position of*  
\_\_\_\_\_ *with Panola College.*” *Is this a convenient time to talk with*  
*you?” (If not, arrange a time for a call back.)*

1. How long have you known (*name of candidate*)? \_\_\_\_\_
2. In what capacity?  
\_\_\_\_\_
3. Is (*name of candidate*) dependable and cooperative?  
\_\_\_\_\_
4. How effective was he/she in the position(s) held?  
\_\_\_\_\_
5. *Briefly describe the scope of responsibilities for the vacancy then ask: In your opinion, does (name of candidate) have the knowledge, skills and ability to perform the job I have just summarized?*  
\_\_\_\_\_
6. How well does he/she complete tasks?  
\_\_\_\_\_
7. How does he/she handle change?  
\_\_\_\_\_
8. Are there any additional comments you would like to make about (*name of candidate*) in general that might assist us in making our hiring decision?  
\_\_\_\_\_
9. Would your organization rehire this person? \_\_\_\_\_

**Thank the reference for their time and assistance.** \_\_\_\_\_

SIGNATURE of person making reference call

## BACKGROUND CHECK AUTHORIZATION AND RELEASE FORM

I hereby authorize any investigator or duly accredited representative of Panola College bearing this release to obtain any information from schools, residential management agents, employers, criminal justice agencies including but not limited to the Texas Department of Safety and Federal Bureau of Investigation, or individuals, relating to my activities. This information may include, but is not limited to, academic, residential, achievement, performance, attendance, personal history, disciplinary, arrest, and conviction records. I hereby direct you to release such information upon request of the bearer. I understand that the information released is for official use by Panola College and may be disclosed to such third parties as necessary in the fulfillment of official responsibilities.

I hereby release any individual, including record custodians, from any and all liability for damages of whatever kind or nature, which may at any time result to me on account of compliance, or any attempts to comply, with this authorization.

The information requested below is necessary to obtain criminal history record information as required by state law (The Texas Education Code Section §51.215). I understand that the age, sex, and ethnic information is required by the Texas Department of Public Safety, and will be used solely for the purpose of obtaining history record information.

I also understand that employment or ability to volunteer with Panola College will be pending the outcome of the criminal history record information. If the results indicate that I was convicted of a felony or had an offense involving moral turpitude as defined in Board Policy DH LOCAL (including, but not limited to theft, rape, murder, swindling, and indecency with a minor) that I never disclosed, Panola College has the right to terminate my application for employment and/or not allow me to volunteer on any campus or activity of Panola College.

\_\_\_\_\_  
Applicant Signature

\_\_\_\_\_  
Date

***Please print or type the following information:***

Legal Name: \_\_\_\_\_  
Last First Middle

Drivers License # \_\_\_\_\_ State \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Home Telephone #: \_\_\_\_\_ Date of Birth: \_\_\_\_\_



## RECOMMENDATION FOR EMPLOYMENT

**DATE:** \_\_\_\_\_

**TO:** \_\_\_\_\_

**FROM:** \_\_\_\_\_

---

**I recommend the following applicant for employment:**

**NAME:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_

**EMPLOYMENT BEGINNING DATE:** \_\_\_\_\_

**RATE OF PAY:** \_\_\_\_\_ (Hourly) or \_\_\_\_\_ (Annually)

**FULL-TIME POSITION:** \_\_\_\_\_ (Months: 9, 10, 11, or 12)

**PART-TIME POSITION:** \_\_\_\_\_ (Check if position is part-time)

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**Submitted by:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Approved:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**President**

*Send original form to the Office of Human Resources*

## PANOLA COLLEGE

### OFFICE OF HUMAN RESOURCES

#### DUTIES AND RESPONSIBILITIES

- A. **The President will have the following responsibilities relating to the employment function:**
1. Assess the need for additional/replacement personnel.
  2. Approve the "Request for Personnel" form.
  3. Approve the appointment of screening committees in consultation with the appropriate Vice President.
  4. If a position has been delayed, notify the Human Resources Office in a timely manner.
  5. Conduct final interview of candidate(s). Make final employment decision.
  6. Make applicable employment recommendation to Board.
- B. **The appropriate Vice President will have the following responsibilities relating to the employment process:**
1. Refer all inquiries regarding the selection process to the Human Resources Office.
  2. In consultation with the appropriate supervisors, assess the need for additional/replacement personnel.
  3. If a position has been delayed, notify the Human Resources Office in a timely manner.
  4. In consultation with the Human Resources Office and appropriate supervisor, define the qualifications for the position and draft/update the position description.
  5. In consultation with the appropriate supervisor, initiate and complete the "Request for Personnel form," secure appropriate signatures, and forward to the President.
  6. Consult with the President regarding the composition of the screening committee.
  7. The appropriate Vice President may meet with screening committees regarding academic and instructional issues.
  8. Review application materials of all candidates to be interviewed to verify that they meet the minimum advertised criteria for the position. Notify screening committee chair of any concerns or objections in a timely manner.
  9. Ensure that all copies of application materials are returned to the Human Resources Office.
  10. Ensure that the committee narrows the applicant pool to a maximum of five (5) candidates per position for interview, and makes its recommendations through fair and equitable procedures.
  11. Conduct interviews of candidate(s) recommended by the screening committee and make appropriate recommendations to the President.
  12. Upon final employment recommendation, generate the "Recommendation for Employment" form and the "Notice of Personnel Action" form for approval by the President prior to making the employment recommendation to the Board.
- C. **A checklist is provided in Section IV for the Screening Committee Chair. The Screening Committee Chair will have the following responsibilities relating to the employment function:**
1. Refer all inquiries regarding the selection process to the Human Resources Office.
  2. Where appropriate, make preliminary contacts to screen for potential candidates at professional conferences and/or appoint designees to do so.
  3. Work with the Human Resources Office to develop a tentative timeline to guide the screening process.
  4. Conduct, or appoint one or more committee members to conduct the initial screening. In order for applicants to be considered for a position, they must meet the minimum advertised requirements as stated in the position announcement. If questions arise regarding course and/or degree equivalence, or other questions of interpretation, the appropriate Vice President should be consulted. If applicants have not submitted all

application requirements requested in the position advertisement, they can be contacted to supply the missing documentation only if this is done for all applicants who have omitted a specified requirement.

5. Notify the Human Resources Office of all candidates eliminated from consideration.
6. Work with the appropriate Vice President and the Human Resources Office to develop a list of questions and suggested topics to be asked of all candidates.
7. Work with the committee to review applications/resumes and conduct telephone interviews as necessary to limit the applicant pool to the maximum of five candidates to be interviewed per position.
8. Work with the Human Resources Office to schedule interviews, carefully planning all aspects of campus visits, especially logistics and scheduling.
9. Notify the appropriate Vice President and President of interview schedule, time, and place.
10. Ensure that the proper Panola College application is completed prior to the interview. The completed application may be brought to the interview.
11. Work with committee to conduct interviews, including teaching demonstrations, for faculty candidates. All candidates should be asked the same questions during the interview; follow-up questions, however, are permissible.
12. Conduct reference checks to verify employment dates, job performance, etc.
13. Work with committee to determine candidates for recommendation to the appropriate Vice President (if he/she is not serving on the committee), and the President. Guidelines outlining how candidates may be ranked are included in Section IV of the manual as options for use by members of the screening committee.
14. Original applications/resumes should not leave the Human Resources Office. Following the interview process, return to the Human Resources Office all copies of candidate's application materials.

**D. The Screening Committee will have the following responsibilities relating to the employment function:**

1. Refer all inquiries regarding the selection process to the Human Resources Office.
2. Work with committee chair to develop a tentative timeline to guide the screening process.
3. Work with committee chair to conduct the initial screening. In order for applicants to be considered for a position, they must meet the minimum advertised requirements as stated in the position announcement. If questions arise regarding course and/or degree equivalence, or other questions of interpretation, the appropriate Vice President should be consulted. If applicants have not submitted all application materials requested in the position advertisement, they can be contacted to supply the missing documentation only if this is done for all applicants who have omitted a specified requirement.
4. Work with committee chair to review applications/resumes and conduct telephone interviews as necessary to screen applicant pool to the maximum of five (5) candidates to be interviewed per position.
5. Work with committee chair to conduct interviews. All candidates should be asked the same questions during the interview; follow-up questions, however, are permissible.
6. Work with committee chair to determine candidates for recommendation to the appropriate Vice President and the President. Guidelines outlining how candidates may be ranked are included in Section IV of the manual as options for use by members of the screening committee.

**E. The Human Resources Officer will have the following responsibilities relating to the employment function:**

1. Prepare and post "Position Announcements," using job criteria provided in the "Request for Personnel" for faculty and for non-instructional personnel. Provide copies to the appropriate Vice President and President for review prior to posting.
2. Place job advertisements in appropriate local, state, national, and trade publications.
3. Mail "Position Announcements" to minority colleges and universities, and to professional organizations and publications which might reach a diverse pool of qualified candidates.
4. Receive and "log" applications; acknowledge receipt of application materials in writing or by email and send to all applicants.
5. Communicate with candidates by telephone, mail, or email at all key points during the search process. Ensure that all communications to candidates portray a quality, professional image of the institution.
6. Review application materials to ensure all candidates selected for interview meet the minimum advertised job criteria. Discuss in a timely fashion any questions of interpretation with the appropriate dean.
7. Function as a non-voting member of all screening committees to ensure compliance with college, state, and federal requirements.
8. Meet with committee members prior to the closing date for applications to "charge" them regarding their responsibilities in the screening process with respect to current laws and guidelines.
9. Review and approve all interview questions prior to any interviews being conducted.
10. Notify candidates if a position is not filled or is delayed and is to be re-advertised.
11. Upon advisement of the screening committee, notify all applicants who do not meet minimum qualifications of the status of their application.
12. Review any application materials of finalists that are forwarded to the Human Resources Office by the screening committee; report back to screening committee chair in a timely manner if there are objections to any of the finalists being interviewed.
13. A Human Resources Officer will sit in on interviews with finalists as schedule allows.
14. Ensure that the proper Panola College application form is completed prior to interviews being conducted. Completed application may be brought to the interview.
15. Ensure that all employment materials are prepared for Board approval.
16. Complete necessary background checks and drug screening as required.
17. Extend formal, written employment offer subject to policies and procedures (and Board approval on all appointments requiring a contract).
18. Notify all applicants who were not chosen for the position that the position has been filled.
19. Place new employees on the payroll and enroll them in all benefit programs; ensure that all employment papers are completed and that all credentials are on file.
20. As appropriate, prepare employment contracts, and secure appropriate signatures.
21. Respond to all inquiries regarding the selection process.

**F. Contingency Plans:**

If the selected candidate declines the employment offer or, if after interviewing the candidates in the first round the committee decides to consider additional candidates, the screening committee will re-convene, and may:

1. Recommend another candidate.
2. Review the applications and select additional candidates for the interview process.
3. Repeat the screening process.
4. Re-advertise the position (a) immediately, or (b) at a later date.

## PANOLA COLLEGE

### OFFICE OF HUMAN RESOURCES

#### FEDERAL AND STATE LEGISLATIONS RELATING TO EMPLOYMENT

The comprehensive term "employment" includes practices for recruiting, selecting, assigning, retaining, and separating employees. Each of these activities has been significantly affected by laws and regulations designed to eliminate discrimination on the basis of race, religion, color, gender, age, national origin, or physical or mental disability.

#### **Government Regulations:**

Following are some of the laws and executive orders that require compliance by Panola College:

1. Title VII of the Civil Rights Act of 1964, as Amended  
This is the primary federal law with respect to discrimination in employment. It specifically prohibits such discrimination on the basis of race, color, religion, gender, or national origin. The law further prohibits any employment practice which a.) Results in a failure or refusal to hire any individual "because of such person's race, color, religion, gender, or national origin," b.) Results in discharge of any individual "because of such person's race, color, religion, gender, or national origin," c.) Differentiates between individuals with respect to compensation, terms, conditions, or privileges of employment "because of such person's race, color, religion, gender, or national origin," d.) Limits, segregates, or classifies employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect such person's employment status "because of such person's race, color, religion, gender, or national origin."
2. Pregnancy Discrimination Act  
The Pregnancy Discrimination Act became effective October 13, 1978, amends Title VII of the Civil Rights Act and makes illegal any employment practice or policy that denies equal employment opportunity to applicants or employees because of pregnancy, childbirth, or related medical conditions. It also requires disabilities caused by pregnancy, childbirth, or related medical conditions to be treated in the same manner as are other disabilities under any health or disability insurance or sick leave program.
3. Title IX of the Education Amendments of 1972, as Amended  
This law requires that no person in the United States shall, on the basis of gender, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving any federal financial assistance.
4. Equal Pay Act  
This Act was enacted in 1973 as an amendment to the Fair Labor Standards Act. It requires equal pay for males and females who perform equal work on jobs that require equal skill, effort, and responsibility, and are performed under similar working conditions.
5. Executive Orders 11246 and 11375  
These Executive Orders require federal contractors to take Affirmative Action in employment with respect to minorities and females. Affirmative Action under these executive orders requires results oriented steps to eliminate barriers for protected classes through the use of "good faith" numerical goals.
6. Age Discrimination in Employment Act of 1967, As Amended  
This Act makes it unlawful for an employer to fail or refuse to hire, or to discharge, or to differentiate among individuals with respect to their compensation, terms, conditions, or privileges of employment because of age. The protected age range was expanded to age 40 to 70 by the 1978 amendments.

7. The Rehabilitation Act of 1973, Sections 503 and 504  
Section 503 of the Rehabilitation Act requires federal contractors to take Affirmative Action to employ and advance in employment, qualified, handicapped individuals. Section 504 requires that no otherwise qualified handicapped individuals be solely, by reason of handicap, excluded from participation in, be denied the benefit of, or be subjected to discrimination under any program or activity receiving federal financial assistance.
8. The Americans With Disabilities Act of 1990  
Panola College is required to comply with this Act. The ADA defines a person with a disability as someone with a physical or mental impairment and includes individuals who have a record or history of impairment, or are regarded as having a physical or mental impairment that subsequently limits one or more major life activities. Under this Act, Panola College is prohibited from discriminating against a "qualified individual with a disability" in hiring, job application, advancement, discharge, compensation, training, or other terms or conditions of employment. A qualified individual for purposes of the ADA, means one who with or without reasonable accommodation is able to perform essential functions of a particular job. A reasonable accommodation includes, but is not limited to: making existing facilities accessible, job restructuring, part-time, or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, adjustment of work policies, etc. The burden is on the employer to show that an accommodation would impose an undue hardship on the institution. An offer of employment may not be conditioned on the results of a pre-employment medical examination.
9. Immigration Reform and Control Act of 1986  
This Act makes it unlawful for employers to knowingly hire illegal aliens and mandates detailed record-keeping procedures for any employees hired, including U. S. Citizens, regardless of the size of the employer or position involved.
10. The Civil Rights Act of 1991  
This Act provides additional remedies and protections, in addition to those previously available under Title VII, to applicants, employees, and former employees who contend they are victims of employment discrimination.