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**LAKE-SUMTER STATE COLLEGE  
ADMINISTRATIVE PROCEDURES**

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TITLE: Recruitment & Selection Procedures

NUMBER: PRO 5-14

REFERENCE: Board Rules 5.01, 5.07

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**I. PURPOSE**

Lake Sumter State College seeks to attract and retain talented, skilled, and qualified candidates who support the mission, values, and strategic initiatives of the College. The recruitment and selection process intends to be transparent, fair, unbiased, consistent, efficient, and effective in filling each position with a qualified candidate in a timely manner. Recruiting practices will be conducted without regard to any individual's sex, race, color, religion, national origin, age, marital status, or disability. Individuals will be recruited from a geographic area as wide as is necessary to assure obtaining well-qualified candidates for the various types of positions.

**II. SCOPE**

This procedure applies to the recruitment and selection process of all employees of Lake Sumter College, (i.e. all full-time and part-time, faculty and staff). The process for hiring Student Workers is outlined in the Supervisor's Guide to Student Employment.

**III. RESPONSIBILITY**

The Recruitment and Selection Process is the primary responsibility of the Executive Director of Human Resources, under the direction of the President. The College may use a variety of strategies and sources to actively and successfully recruit, select, and hire candidates for employment at the College.

**IV. ORGANIZATIONAL PLANNING**

Each position that becomes vacant is an opportunity for the College to ensure that its organizational structure and positions are aligned with the College priorities and strategic plan.

**a. Vacancy**

When a vacancy occurs for any position, the Hiring Manager and the division Vice President will collaborate with the Executive Director of Human Resources to evaluate the organizational objectives and resources available to align the department's staffing to meet LSSC mission, vision, and strategic goals. This discussion includes an evaluation of current job description and potential need to modify or adjust it. Options include, but are not limited to:

1. Fill the position;
2. Eliminate the position;
3. Reclassify the position;
4. Leave the position temporarily unfilled.

**b. Refill/Reclassify**

If the decision is to refill or reclassify the position, a review of the job description is completed by the department Vice President and Hiring Manager, then provided to Human Resources (HR) with changes, additions, or deletions of job duties submitted in redline draft for HR review.

**c. Reorganization/New Positions**

New positions should be planned in advance of the budget development. In the case of significant departmental restructuring and/or the creation of new positions, the Vice President of Finance/CFO and Executive Director of Organizational Development will be engaged to coordinate the process.

**d. Employee Action Request (EAR)**

Subsequent to the organizational planning meeting and any required actions, the Hiring Manager submits an Employee Action Request (EAR), which is routed through an electronic approval process. Supporting documents required to be attached include the job description and justification memorandum.

**V. RECRUITMENT**

Human Resources will initiate the recruitment and sourcing of candidates following their electronic notification of final EAR approval. HR will contact the Division Vice President, or designee, to discuss and clarify the specific requirements for the position, including knowledge, experience, skills, abilities, and fit with the College for potential candidates.

**a. Job Postings**

The job posting serves as formal announcement of the position both internally and externally to the public. HR collaborates with the Division Vice President or designee, to finalize the job posting to meet established standards. All announcements must be approved by the Hiring Manager prior to posting.

**b. Types of sourcing**

To ensure the widest exposure possible to reach the most viable, experienced candidates possible, HR, the Hiring Manager, and Division VP will assist in determining the optimal strategies for sourcing applicants, based on search area and funds available, including but not limited to the following:

1. Internal Communications (ex. employment vacancy displayboard outside the HR office, email distribution, LSSC website, and digital communications boards throughout the College.
2. Online Job Boards
3. Publications/Advertisements
4. Social media
5. Association notices
6. Job fairs
7. Recruitment Agency

**c. Length of Posting**

All open positions will be posted, at minimum, five business days (5) days, and no longer than 90 calendar days, with the option by the Hiring Manager to re-post if a sufficient number of viable candidates have not resulted from the initial posting.

**d. Waivers of Advertisement and Recruitment Processes**

Waivers of advertisement and recruitment processes may be granted in the following instances with the associated approvals:

**The President**

1. Determines that an emergency exists and a vacancy must be filled immediately; or
2. approves an employee transfer from another position within the College for reorganization or resizing purposes; or
3. approves an internal candidate that has completed career-pathing and is approved for transfer/promotion into the vacant position.

**The Executive Director of Human Resources**

1. Confirms that a pool of candidates exists from recruitment efforts conducted no more than three (3) months prior to the request to hire and the recommended candidate was in the applicant pool for the previous position.

**VI. APPLICATION PROCESS****a. Application for Employment**

Applicants, including current employees of the College, must submit a completed Lake-Sumter State College application by the close of business on the deadline date. All applications must be completed via electronic submittal utilizing the College's Applicant Tracking System (ATS). Personal resumes or other pertinent data may be added as support documents to the LSSC Application, but will not be accepted as a substitute for the required application.

*All applications are subject to public record retention laws as defined by Florida Statute.*

**b. Applicant Pool and Equity**

Human Resources and/or the designated Equity Officer is responsible for the following to support an equitable applicant pool.

1. For all advertised positions, review of the applicant pool for compliance with equity guidelines;
2. Assessment and determination if the hiring process be continued or canceled, re-advertising the vacancy, or extending the application deadline;
3. If additional steps are necessary prior to screening applications, the HR Office will initiate those steps and notify the hiring supervisor of the changes in deadlines;
4. When it is determined that an equitable pool exists, the application materials for all qualified applicants are forwarded to the search committee chair.

**c. Educational experience and related work experience**

The President may approve substituting work experience or job-related professional certification for required education as recommended by the HR Executive Director.

**d. Candidates: Internal**

1. Where appropriate, it is encouraged to promote from within if fully qualified LSSC employees in good standing are available and apply. Whenever possible, LSSC will seek to give consideration to current, qualified LSSC employees for open positions.

2. Employees who submit an application for consideration are responsible for notifying their current supervisor of their application prior to interviewing.
3. Unless authorized by the President, an employee cannot be considered for transfer and/or promotion while in a probation period. A probation period is defined as either the 90-day new hire, new position probation, or a performance probation as a result of an unsatisfactory performance evaluation.
4. If an internal applicant does not meet qualifications for the position that they have applied for, while it is not necessary to conduct an interview, the hiring manager will meet with them to discuss their interest and what areas they would need to become more proficient in for further consideration for that position.

**e. Employment of Relatives**

It is the policy of LSSC not to discriminate in its employment and personnel action with respect to its employees and applicants on the basis of marital or familial status. However, the employment of relatives in the same area of an organization may lead to conflicts of interest. Therefore, the College retains the right to refuse to appoint a person to a position in the same department or division, if the relationship to another employee has the potential for creation of an adverse impact on supervision, safety, security or morale, or involves a potential conflict of interest, and may reassign or terminate either employee in its sole discretion. If a relative relationship is established after employment, the College reserves the right to transfer or terminate either employee, at the sole discretion of administration.

For the purposes of this policy, a "relative" is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage. (Please also see Administrative Procedure 5-18) The Division VP will request that Human Resources determine if a potential for adverse impact exists or does not exist prior to such action. The Executive Director of Human Resources will make a recommendation for final determination to the Hiring Manager.

**f. Falsification of Application**

Any applicant supplying substantive false or misleading information on their employment application shall be removed from current and future hiring consideration.

Any employee, post-employment, found to have provided false or misleading information on their original or internal employment application may be subject to administrative action up to and including immediate termination.

**VII. INTERVIEWING AND APPLICANT SELECTION**

All appointments, either at the entrance or promotional level, are based on the qualifications of an applicant, and staffing needs of LSSC.

**a. Resume screening**

HR will initially assess and identify candidates that meet or exceed the minimum requirements for the position. Resume screening may also utilize pre-screening tools that are part of our ATS (Applicant Tracking System), additional review of resumes by

Subject Matter Experts (SME) or any other validated, non-discriminatory and quantifiable methodology.

The Hiring Manager is required to submit to HR the pre-screening questions and scoring rubric that will be used for each applicant/candidate.

HR will notify internal candidates if they qualify for the position applicant pool.

**b. Additional Assessment Methods**

When necessary, and to ensure candidates possess the required skills, competency, attitude, aptitude, fitness, or other characteristics, HR, the Hiring Manager, or Division VP may administer an examination designed to fairly measure the candidates' abilities.

These examinations may consist of any, all or a combination of the following:

1. Written Examination
2. Oral Examination
3. Performance Examination
4. Physical, Drug or Medical Examination\*
5. Any other applicable criteria which will fairly measure the relative ability of individuals competing for the job vacancy.

Any testing or examination used by a department for applicant evaluation and screening must be pre- approved by Human Resources for validity, non-discrimination and appropriateness as it relates to the position being filled.

\*If a physical or medical examination is required, LSSC will pay the cost of such examination provided the examination is performed by a physician selected by the LSSC. If a drug screening test is required, LSSC will pay the cost of the drug screening. LSSC will treat as confidential all information contained in reports for medical examinations and evaluations.

**c. Applicant Selection**

Selection is the process of identifying an individual from a pool of job applicants with the requisite qualifications and competencies to fill jobs within the College. This is achieved through reviewing resumes, scheduling and conducting interviews, performing any pre-hiring tests, checking references and using all data collected to select the best candidate.

**1. Search Committees**

Search committees are used for positions of campus-wide significance with major decision- making responsibilities. These positions generally include full-time faculty and all full-time staff positions at or above the director level. Bringing a wide spectrum of backgrounds to such a search committee can serve to better identify the most qualified person for the position. Search committees assist in evaluating applicants, participating in the interview process, and recommending finalists. The role of the search committee is to screen the applicants and to narrow the pool of applicants to a non-prioritized list of, preferably, not more than three (3) applicants.

**2. Composition of search committees**

Recommendations for members of the Search Committee for a particular position are submitted by the Hiring Manager to HR for review and approval. To ensure that the committee consists of a diverse and balanced representation:

- i. The Hiring Manager may chair the committee.
- ii. All members of the committee should have completed their first 90 days of employment and not be on probation for any reason.

- iii. The number of members appointed to a search committee will depend on the level of position being filled. It is recommended that a minimum three (3)/maximum of five (5) committee members are involved in evaluating applications and interviewing candidates.
  - iv. The committee should be a diverse representation of the populations served by the College.
  - v. The committee may seek representation from other campus sites.
  - vi. The committee should be broadly representative of the faculty and staff that will work with this position to accomplish the associated tasks. Committee members should be knowledgeable of position duties, represent different experience levels, and be seen as stakeholders in the decision.
  - vii. Committee members should exhibit good judgment, personal integrity, independence of view, devotion to institutional goals, and be able to maintain confidentiality.
- 3. Search Committee Training**  
The Human Resources or Equity Officer provides training to committee members, including but not limited to:
- i. the job description
  - ii. outline of committee tasks and related time of completion
  - iii. evaluation tools
  - iv. defined scope of the committee decision (advisory/decision making)
  - v. legal and regulatory requirements that surround their work
- 4. Interview Questions**  
HR reviews and approves the interview questions, and presentation prompts if applicable, to assure they do not violate equity rules and applicants' rights and provides instruction to the committee about EA/EO issues pertinent to the search.
- 5. Resource/Subject Matter Experts**  
The President, or their designee, may appoint non-employees to search committees as resource people for specific faculty or administrative positions to ensure that the committee has adequate technical background in the area of the vacancy. Resource people are non-voting members of the committee.
- 6. Inter-departmental Hiring Panel**  
Part-time positions and those below the director level may not require a search. HR will make the determination of whether a full search committee is required for the position or if a Hiring Panel is appropriate. The Hiring Panel must include the Direct Supervisor and at least one additional employee from within the department. The rest of the search procedures apply.
- 7. Accommodations for Applicants with Disabilities**  
Applicants must be evaluated on their abilities, not their disabilities. Any department recruiting for student, staff, or faculty employees must provide accommodations to applicants with disabilities for all steps of the hiring process upon request. All interview locations must be accessible for people with impaired mobility. For guidance about accommodations in the hiring process, please contact Human Resources.

**VIII. HIRING****a. Background Checks**

Background checks are a condition of employment and required for applicants recommended by the hiring supervisor. Background checks will be conducted prior to submission of final paperwork to the President for hiring approval.

HR shall inform the appropriate VP and President of an unsatisfactory or questionable pre-employment check. Subsequent to meeting requirements of Fair Credit Reporting Act (FCRA) regarding such information, the President or designee shall decide if the candidate will be offered employment with the College.

Background checks for all LSSC positions will include the following:

- i. Criminal History Background check, to the level as required by Florida State Statute
- ii. Department of Motor Vehicle records (as required by position)
- iii. E-Verify
- iv. Sexual Offender and
- v. Credit checks for financial related positions.

**b. Reference Checks**

Reference checks are completed by the Hiring Manager, or their designee or automated system, and submitted to Human Resources for review. A minimum of (2) professional reference checks to verify prior applicable work experience are required for all full and part-time positions.

**c. Employment Offers**

A formal, written offer of employment, including salary and other pertinent information, will be generated by HR subsequent to approval by the Division VP and College President.

All hires will be communicated to the LSSC District Board of Trustees in a monthly transmittal.

HR shall send timely communication to all applicants not selected, including finalists who were interviewed, notifying them that the position has been filled;

All position search materials are kept on file electronically for one (1) year in the ATS, along with all related documents (i.e. copies of all applications, correspondence to applicants, correspondence to the search committee, interview reports, equity reports and recommendation letters, etc.)

**IX. CONCLUDING THE SEARCH**

If the candidate does not accept the job offer and a negotiation is possible, HR will reach out to the hiring supervisor.

If no candidate meets the hiring requirements, the position must be either reposted and/or re-advertised or deemed a failed search and frozen.

If the candidate accepts the job offer, HR notifies the hiring supervisor and closes the search. HR also schedules a time for the new employee to complete on-boarding forms on or before the first day of his/her employment and to schedule a time for new hire orientation.

**X. Internal Appointments and Promotions**

**a. Appointments**

On occasion, and as approved by the President, it may be in the best interest of the College to appoint an individual to a position permanently or as an interim. Interim appointments will be re-evaluated at least every 6 months for consideration of continued appointment.

**b. Promotions**

The College supports the internal promotion of employees based upon the successful achievement of increased competency, skill development, formal training, and/or professional development. Employees may be promoted based upon the successful completion of a professional development plan, succession plan, or other organizational development planning process.

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