
LAKE-SUMTER STATE COLLEGE ADMINISTRATIVE PROCEDURE

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 (LSSC) 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 promptly.

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 geographical area as wide as is necessary to ensure 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 Associate Vice President (AVP) of Human Resources (HR), under the direction of the Chief Financial Officer (CFO). The College may use various 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's priorities and strategic plan.

a. Vacancy

When a vacancy occurs for any position, the Division Vice President will collaborate with the AVP of Human Resources to evaluate the organizational objectives and resources available to align the department's staffing to meet LSSC's mission, vision, and strategic goals. This discussion includes evaluating the current job description and the 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 or Reclassify

If the decision is to refill or reclassify the position, a review of the job description is completed by the Division Vice President, then provided to Human Resources with changes, additions, or deletions of job duties submitted in redline draft for Human Resources to review. The Division Vice President will send the CFO and the AVP of Human Resources an email requesting approval for any position reclassifications that require upgrading the salary and/or the position grade.

c. Reorganization or 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 President, Chief Finance Officer and AVP of Human Resources will be engaged to coordinate the process. The President will provide written direction to the Human Resources Department to approve all reorganizations and/or new positions.

d. New Position Request

Subsequent to the organizational planning meeting and any required actions, the Division Vice President will submit a New Position Request in the College portal for electronic approval. 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 an approved job description and completed New Position Request in the College portal. Human Resources 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 the formal announcement of the position both internally and externally to the public. All announcements must be approved by Human Resources before posting.

b. Types of Sourcing

To reach the most viable, experienced candidates possible, Human Resources and the Division Vice President 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 display outside the Human Resource 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 Division Vice President 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 urgency 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 who has completed career-pathing and is approved for transfer or promotion into the vacant 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

Human Resources is responsible for the following to support a competitive applicant pool.

1. For all advertised positions, review of the applicant pool for qualifications;

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 before screening applications, the Human Resources Department will initiate those steps and notify the Division Vice President of the changes in deadlines;
 4. When it is determined that a qualified pool exists, the application materials for all qualified applicants are forwarded to the search committee chair and/or hiring supervisor.
- c. 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 consider current, qualified LSSC employees for open positions.
 2. Unless an urgency exists that requires immediate filling of a vacancy as authorized by the President, an employee cannot be considered for transfer or promotion while in a probation period. A probation period is defined as either the 90-day new hire, new position probation, or performance probation as a result of an unsatisfactory performance evaluation.
 3. If an internal applicant does not meet the qualifications for the position that they have applied for, while it is not necessary to conduct an interview, the Division Vice President 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.
- d. Employment of Relatives**
- It is the policy of LSSC not to discriminate in its employment and personnel action concerning its employees and applicants based on 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 to create an adverse impact on supervision, safety, security, morale, productivity, 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 the administration.
- For 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 Vice President will request that Human Resources determine if a potential for adverse impact exists or does not exist before such action. The AVP of Human Resources will make a recommendation for final determination to the Division Vice President.
- e. 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**

When possible, Human Resources will initially assess and identify candidates that meet or exceed the minimum requirements for the position. Resume screening may also utilize prescreening tools that are part of our ATS (Applicant Tracking System), additional review of resumes by Subject Matter Experts (SME), or any other validated, nondiscriminatory, and quantifiable methodology.

Human Resources will review the pre-screening questions and scoring rubric as appropriate 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, Human Resources or Division Vice President 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 Assessment
2. Oral Presentation
3. Performance
4. Physical, Drug or Medical Examination*
5. Any other applicable criteria that 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 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 generally used for positions at or above full-time faculty, Director level positions with major decision-making responsibilities. Search committees assist in interacting with applicants, participating in the interview process, and identifying potential talent. The role of the search committee is to screen the applicants and to narrow the qualified pool of applicants to a nonprioritized list of, preferably, not more than three (3) applicants.

2. Composition of search committees

Coordinating efforts for members of the Search Committee for a particular position are submitted by the Division Vice President to Human Resources for review and approval as follows:

- i. The Division Vice President may chair the committee or designate a direct report in their place.
- 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 of three (3)/maximum of five (5) committee members are involved in evaluating applications and interviewing candidates.
- iv. The committee may seek representation from other campus sites.
- v. 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.
- vi. 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

Human Resources will provide 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 (identify potential, qualified candidates)
- v. legal and regulatory requirements that surround their work

4. Interview Questions

Human Resources reviews and approves the interview questions, and presentation prompts if applicable.

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.

6. Inter-departmental Hiring Panel

For part-time positions and those below the director level, Human Resources will determine 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 are required for applicants recommended by the Division Vice President. Background checks will be conducted before submission of final paperwork to the CFO for hiring approval. Human Resources shall inform the Division Vice President and CFO of an unsatisfactory or questionable pre-employment check. After meeting requirements of the Fair Credit Reporting Acts (FCRA) regarding such information, the AVP of Human Resources and the CFO shall decide if the candidate will be offered employment with the College.

Background checks for all LSSC positions will include the following:

1. Criminal History Background check, to the level as required by Florida State Statute
2. Department of Motor Vehicle records (as required by position)
3. E-Verify
4. Sexual Offender and
5. Credit checks for financial-related positions.

b. Reference Checks

Reference checks are completed by the Division Vice President, 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

The Division Vice President, or their designee, will submit for approval the name of the candidate they would like to hire along with a copy of the candidate's resume, application and reference checks. The Division Vice President will then forward the candidate's name and reference checks to Human Resources. Approval of a formal, written offer of employment, will be provided by the, CFO and extended to the

candidate by the Human Resources department. Additional approval by the President is required for employment offers for positions reporting to the President or for positions reporting to the CFO. Human Resources will coordinate all negotiations if the candidate does not accept the initial job offer.

IX. CONCLUDING THE SEARCH

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 does not accept the job offer and a negotiation is possible, Human Resources will reach out to the CFO and to the President, if the position reports to the President.

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

- a. All hires will be communicated to the LSSC District Board of Trustees in a monthly transmittal.
- b. HR shall send timely communication to all applicants not selected, including finalists who were interviewed, notifying them that the position has been filled;
- c. All position search materials are kept on file electronically for one (1) year along with all related documents (i.e., copies of all applications, correspondence to applicants, correspondence to the search committee, interview reports, recommendation letters, etc.)

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

Promotions will be determined according to the level of success on an employee's performance evaluation. The College also supports the internal promotion of employees based upon the successful achievement of increased competency, skill development, formal training, including professional development. Employees may be promoted based upon the successful completion of a professional development plan, succession plan, or other organizational development planning process. Other positions will be evaluated for promotions based on the achievements of the requirements from multiple tiers.

XI. CANDIDATE INTERVIEW REIMBURSEMENT

Travel allowances for candidates attending interviews who; reside in Florida, but are more than 5 hours away from the designated interview site by car, or are travelling from out of State will be considered. The allowances cover hotel accommodation, flights or other travel reimbursements.

a. Notification and Confirmation

Upon selection for an interview, eligible candidates will be notified of their entitlement to travel allowances.

Candidates must confirm their attendance and indicate their intention to utilize the travel allowances by a specified deadline.

b. Booking Process

1. Hotel Accommodation: An LSSC Representative will reserve hotel accommodations for eligible candidates based on the interview date and duration.
2. Flights/Travel Reimbursements: Candidates will book their flights/travel arrangements directly, with prior approval from the administration. Once the interview has been concluded the candidate may request reimbursement for reasonable travel expenses incurred, subject to submission of valid receipts. Reimbursement will cover reasonable travel expenses, including airfare/train fare, ground transportation, and parking fees. Valid receipts will need to be provided to the Human Resources department within 30 days of the interview taking place.

c. Documentation and Verification

All travel-related documents, including booking confirmations and receipts, must be retained for auditing purposes.

Administration staff will verify the submitted expense claims and ensure compliance with the organization's travel allowance policy.

d. Payment

Upon verification, approved travel expenses will be processed for payment within the organization's standard timeframe for expense reimbursements. Human Resources will request the completion of a FW9 form by the candidate, and complete the direct payment request on behalf of the candidate.

e. Communication

Clear and timely communication will be maintained with candidates regarding the status of their travel allowances, reimbursement procedures, and any updates to the administration process.

f. Record Keeping

Comprehensive records of travel allowances disbursed, expenses incurred, and related correspondence will be maintained for reference and reporting purposes.

g. Review and Update

This procedure will be periodically reviewed and updated to ensure alignment with organizational policies, regulatory requirements, and best practices in travel allowance administration.

XII. NEW HIRE RELOCATION PACKAGES

Relocation packages will be considered for Executive Director level and above candidates relocating from out-of-state and requests must be approved by the CFO.

Candidates can receive up to \$5,000 to cover relocation expenses. This Relocation/Moving Expense Allowance will be disbursed in one of two ways:

a. Direct Payment to Moving Company

LSSC will arrange for the moving company to be paid directly on the candidate's behalf. This option streamlines the process and ensures efficient handling of payment. This will be taxable to the employee.

b. Reimbursement for Deductible Moving Expenses

1. Alternatively, the candidate may opt to receive reimbursement for eligible moving expenses directly. This includes expenses related to moving household goods and personal effects from their former residence to their new home. It's important to note that any portion of the reimbursement not considered deductible moving expenses according to IRS regulations will be classified as Taxable Wages and subject to standard payroll tax deductions.
2. All eligible moving expenses are classified as Taxable Wages, and subject to standard payroll tax deductions. The candidate will be required to inform the Human Resources department of their preferred option within 30 days of accepting their offer, and provide receipts where necessary.
3. The candidate will be required to inform the Human Resources department of their preferred option within 30 days of accepting their offer, and provide receipts where necessary.

**Please note that the candidate will be required to repay a prorated amount if they leave LSSC by choice or termination before the completion of their first year. This amount will be calculated based on the number of months remaining in the 12-month period.*

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