



HIRING MANAGER'S GUIDE FOR FACULTY POSITIONS

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INTRODUCTION

Blinn College wants to provide for a diverse and highly qualified faculty and or other personnel who will be experts in their subject areas, who will be skilled in teaching and facilitating learning, who will serve the needs of varied student population, who will foster overall college effectiveness, and who will be sensitive to racial and cultural diversity and to changes in the demographics of the student population. This manual is a resource designed to guide you step by step through the hiring process. It will also ensure that you comply with applicable laws, regulations, as well as, Blinn College goals, policies and procedures.

The [Human Resources Department](#) is committed to providing you with the tools, services and assistance needed to be successful. If we can assist you in any way please feel free to contact us at (979) 830-4128 or (979) 209-7546.

Human Resources Staff

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HIRING PROCESS

Use the [Hiring Manager's Checklist](#) along with this step by step guide to successfully complete the hiring process.

Open Position Procedures

It is the Hiring Manager's responsibility to request from the VP for Instruction an open position replacement. All full-time positions must have Executive Council approval prior to posting, and HR must have received a resignation letter.

Reviewing and Updating the Job Description

In the initial stages of the search process, the hiring manager should review the current job description and revise if necessary. It is vital to review the details of the position carefully, since it will be used throughout the hiring process. The description will serve as the basis for preparing the posting, conducting the interviews, explaining the job to applicants, and communicating exact job expectations to the new employee. When a position becomes vacant, it offers the opportunity to re-evaluate the associated job functions. Things to consider:

- Has the job changed within the parameters of the current job description?
- Research reasons for turnover
- Identify possible new duties assigned to the position

Please ensure the job description reflects the college, department, and strategic initiatives. The job description should include the position's principal accountabilities, minimum and preferred qualifications, and competencies. Significant changes to the job description may impact the position's title, salary, or minimum competencies and will require job evaluation and approval. Please refer to the [Competence Based Job Description Guide](#) for guidance in updating the job description.

Job descriptions must be entered into the PeopleAdmin system before creating a job posting. The position description can be created or updated in the Position Management section. For assistance, refer to the [Updating Position Descriptions](#).

Posting a Vacant Position

All positions are posted online at <https://employment.blinn.edu/> for a minimum of five days. PeopleAdmin online allows a posting to be viewed 24/7 by anyone with access to the internet. The posting should mirror the approved job description and title assignment with respect to title, salary, job accountabilities, and minimum and preferred competencies. The [Job Posting Guide](#) is an available resource for completing this process.

Supplemental Questions

Supplemental questions can provide specific information about past work experience, and help evaluate the applicant's qualifications and competencies. The Hiring Manager can choose to submit additional questions through the posting process to better identify the most qualified applicants. All supplemental questions are reviewed by Human Resources before the posting is available to applicants.

Guest User Account

A Guest User Account should be established to enable all committee members to have access to the applications, resumes, cover letters and any additional documents submitted.

INTERVIEW READINESS

Search Committee

A search committee will consist of a faculty member from outside of the division, Dean, Human Resource personnel, two or more faculty members (non-administrative) who will work closely with the open position, and are knowledgeable of the principal accountabilities, qualifications and competencies. The Hiring Manager must meet with the Dean to discuss the composition of the committee prior to sending an invitation to the chosen committee members. The Human Resources office will assign a Human Resource Representative to every full-time search committee in order to assist with the process, and assure appropriate procedures and guidelines are followed. The HR Representative will participate in the development of rating forms and interview questions, committee meetings, and interviews. This will help ensure that all applicants are treated in a fair and equitable manner and process. If a concern is raised at any point during the hiring process, the HR Representative has the authority to suspend further activities until a resolution has been determined. The Blinn College affirmative action plan and hiring goals will be reviewed by the HR Representative as it pertains to the position that is being filled.



Responsibilities of members

Interviewing and selecting the right candidate is the primary responsibility of a search committee, and helps to ensure that the college reaches its goals by selecting the best fit for the position.

- The Hiring Manager is responsible for scheduling and conducting committee meetings, as well as safeguarding all materials submitted by the applicants.
- The Hiring Manager must provide search committee members with the following information:
 - Job Description
 - Outline of committee tasks and timeline
 - PeopleAdmin guest username and password
 - Hiring Matrix
 - the defined scope of the committee decision
 - [Affirmative Action/Equal Opportunity Statement](#)
 - [Good Faith Memo](#)
- Committee members should demonstrate good judgment, have personal integrity, independence of view, and commitment to institutional goals.

- All committee members will be made aware of the legal and regulatory requirements that surround their work.
- Members of the search committee should strive to maintain effective communication with other members of the committee, as well as the applicants.
- Search committee members must commit to attending scheduled meetings to assist in screening, interviewing, and the hiring process.
- All committee members must sign and submit a [Confidentiality Agreement](#) to the HR Representative assigned.
- Committee members must be present for all interviews.
- If any search committee member has a conflict of interest which prevents an unbiased decision that is based solely on the applicant's meeting of minimum qualifications and ability to perform the essential duties stated, he /she is required to inform the Hiring Manager or Human Resources and resign from the committee.
- **All names, information, rankings, etc. are confidential and not to be discussed with anyone outside of the committee. Failure to comply could lead to disciplinary action.**

Diversity

It is important for the Hiring Manager to take steps to ensure a diverse applicant pool. Advertising in publications and on internet sites that target diverse populations will assist in enhancing the candidate pool, and demonstrate Blinn College's commitment to recruiting diversity. Networking is one of the most successful practices for identifying qualified applicants. Ask internal and external professional contacts if they can recommend someone in the field. Identify potential candidates through networking factors including similar academic interest, graduate origin, research interests, professional organizations, etc. Look for candidates who hold similar positions at other colleges. Blinn College affirms its policy of Equal Employment Opportunity to all faculty members, recruitment resources, and officials of affiliated bodies with the College.

Recruitment, hiring, promotions, training, lay off, termination, rate of pay and other forms of compensation shall be administered without regard to sex, race, color, gender, marital status, religion, age, national origin, disability or veteran's status.

It is the college's policy (Title VI Affirmative Action Plan, July 1, 1990) to provide Equal Employment Opportunity in full compliance with the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, as amended, the Rehabilitation Act of 1974 (Section 503, 504), the Vietnam Era Veterans Assistance Act of 1974, Texas Statutes 6252-14-V.A.T.S. and 6252-16-V.A.T.S., and Executive Orders 11246 and 11758 and the Americans with Disabilities Act. For more information please visit <http://www1.eeoc.gov/employers/poster.cfm>. Review the [Equal Employment/Affirmative Action memo](#) to understand the responsibilities of managers and supervisors as outlined in our Affirmative Action Plan. See Blinn College's [Board Policy](#).

Blinn College shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a), if applicable. These regulations prohibit discrimination against qualified individuals

based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.

Sexual harassment is a form of sex discrimination. The college shall investigate all allegations of such harassment and shall take appropriate disciplinary action against employees, officials, vendors, and contractors found to engage in such unlawful behavior.

The following activities are recommended for specific searches:

- Establish a working relationship with similar departments or institutions with substantial numbers of diverse employees.
- Request the names of potential candidates from women and minorities, as well as other diverse employees at your institution.
- Contact individuals who have received significant professional recognition, and ask for the names of promising diverse candidates.
- Consider going to the EEO office at other colleges. Some maintain a list of candidates who are looking for employment.

For further assistance on how to increase diversity through advertising, please contact the Human Resources Department. According to the legal requirements, applicant specific EEO information collected during the application process is voluntary and confidential.

Preparing for Interview

The purpose of an interview is to obtain information about the applicant that allows an intelligent judgment to be made on the placement of the most suitable candidate for the position. A well planned interview process will provide evidence about the applicant's ability to perform the job. In order to establish good rapport with the applicant, the interview needs to be conducted in a comfortable and private area that is free from interruption. The Dean must verify all qualifications of the applicant prior to setting up an interview. All applicants must present a 10-15 teaching lesson as part of the interview process.

Please see [Blinn College Faculty Credentialing Guidelines](#), [Faculty Credentialing Form](#), and [Board Policy](#) for credentialing information. Schedule interviews that allows adequate time, which will depend on the nature and scope of the position. Include time in the schedule to rate the applicant independently, and without consultation from

committee members. **If candidate has been employed with Blinn in the past, check with HR on their re-hiring status before interviewing.** See Blinn College's [Board Policy](#) on Hiring Practices.



Developing Questions

All members of the search committee will collectively develop open ended interview questions and expected responses based on the job announcement. Please refer to the list of [Sample Interview Questions](#) and [Questions to Avoid During an Interview](#). All applicants must be asked the same questions. Appropriate follow up questions may be asked concerning education, training, experience, skills, and behaviors which are related to the principal accountabilities of the job.



EXAMPLES

1. WHAT IS YOUR PHILOSOPHY OF TEACHING AND LEARNING?
2. TELL US ABOUT YOUR VISION OF THE FIELD: WHERE DO YOU THINK THE FIELD IS HEADED IN THE NEXT FIVE YEARS? HOW DOES THAT RELATE TO THE PREPARATION OF PROFESSIONAL EDUCATORS?
3. HOW WILL YOUR TEACHING, PROFESSIONAL DEVELOPMENT AND SERVICE ACTIVITIES INTERRELATE, AND HOW WILL YOU WORK TO INTEGRATE THEM?
4. WHAT DO YOU LOOK FOR IN YOUR ACADEMIC COLLEAGUES?
5. WHAT EFFORTS HAVE YOU MADE IN THE LAST YEAR TO BECOME A BETTER FACULTY MEMBER?

TO SEE A COMPLETE LIST, PLEASE CLICK ON THE [“SAMPLE INTERVIEW QUESTIONS LINK”](#)

INTERVIEW PROCESS

Telephone Screening (Optional)

The telephone screen allows the employer to determine if the candidate's qualifications, experience, workplace preferences and salary needs are congruent with the position and organization. The phone screen saves managerial time and eliminates unlikely candidates.

However, a telephone screen does not replace the formal interview process.

If the results of the telephone screening is positive, contact the applicant and schedule a face-to-face interview.

Arranging Interviews

The search committee should compare matrix scores and select the interview candidates. An oral interview should be conducted with the applicants who rank highest on the Hiring Matrix.

Please contact all internal candidates by telephone or in person if he/she will not be interviewed for the position. Thank the internal candidate for his/her interest in the position, as this needs to be a positive and courteous conversation. Communication with internal candidates should occur prior to any active interviews. External candidates will be notified via email when their status is changed in the PeopleAdmin system. A successful practice includes waiting until the process is complete, and a final candidate has been finalized to correspond with all applicants who were not chosen.

Travel Expenses for On-site Interview Candidates

Blinn College District may pay a qualified applicant approved travel expenses related to an on-site interview for certain exempt level positions. The Human Resources Department should be contacted to obtain approval for reimbursement of expenses prior to the interview. Please see [Appendix G](#) for more information.

During the Interview

Throughout the hiring process each search committee member is a representative of Blinn College. A committee member's demeanor and behavior is critical during the interview portion of the process. Please welcome all candidates in a friendly and professional manner. Professional dress is required of all committee members during all interviews. Please refrain from eating, drinking and/or chewing gum during an interview.

Electronic devices should be turned off and are NOT to be visible during interviews. Committee members should be noncommittal to the applicant during and after the interview, and make every effort not to intimidate or embarrass the candidate. The interview should be viewed as an opportunity for the candidate to become actively engaged in the exchange, and reveal the unique knowledge, competencies, and



behaviors which would demonstrate his/her ability to perform well in the position. You may use the [Interview Question Guide](#) to assist in developing your questions.

The Hiring Manager should begin the interview by introducing the applicant to each committee member. Provide a brief explanation of the purpose of the committee, as well as an understanding that the applicant will be evaluated on the basis of their responses to the questions. Each committee member will record the applicant's responses during the interview to ensure accuracy.

At the conclusion of the question segment of the interview the Hiring Manger will describe the job and organization to the candidate, and provide facts about the position, department, and college. Describing the job details too early in the process may unintentionally coach applicants on answering the questions. It is vital to avoid comments that might mislead the candidate into misinterpreting the information as a promise of employment. Time should then be given to the applicant to ask questions. Inform the applicant of the next step in the process and what to expect. Thank the applicant for his/her time, and end the interview on a positive and collegial note. **Remember, the applicant has just interviewed you and Blinn College as well!**

Each interview must be scored utilizing the hiring matrix, and the average or total score will be added to the application score. The search committee members can then review and discuss the total scores, identify the top candidate, or decide whether a second interview is needed. Document the questions, schedule, and process. Feedback from a second interview should be documented as well.

After the Interview

When making the final hiring decision, the committee should use the weighted job-related criteria. Gathering, integrating, and evaluating interview information includes identifying applicants' specific knowledge, skills, behaviors, and competencies. This information should create the foundation for appraisal in the context of the job requirements. Interview evaluations, in combination with other information gathered during the selection process, should form the basis for the final decision.

Reference Checks

Hiring Managers will conduct reference checks on the selected candidate. Reference checking is a very valuable resource for gathering information on past performance. An investment in contacting references and previous employers can reduce cost and increase productivity by helping ensure successful hires.

When checking references it is imperative to be in compliance with all federal and state laws. Avoid questions regarding marital status, religion, age, race, health-related issues, child care, transportation, and any other non-job related questions.

At least two telephone reference checks should be conducted and documented. Please refer to the [Telephone Reference Contact](#) sheet.

- The applicant's electronic signature at the end of Blinn College's application provides consent for reference checks with previous employers. Please wait to contact the applicant's current employer until a finalist status is confirmed.
- If contact information is not specified on the application or resume, the hiring manager should request this information from the applicant.
- Communicate only that the applicant is "being considered".
- Committee members should be careful to avoid seeking information from social media websites or general internet searches. Sources may disclose information that is untrue, inappropriate, or illegal for consideration.
- Written letters may be attached to paperwork. However, they should not be substituted for telephone contacts.
- Previous employers may have policies regarding the release of information, and may provide only position title and dates of employment. Document all information received.
- The reference form should document strengths, opportunities for improvement, and exact responses. Please determine a reference check score, enter into the hiring matrix.



Selecting a Finalist

Following a selection decision, the hiring manager notifies the selected applicant to



communicate he/she has been chosen as the Finalist. Please explain that the forthcoming offer is based on successful completion of a background check. Authorization forms are sent to the email address provided on the application. Initial notification may be conducted verbally, but the applicant should also receive an official written offer letter confirming the salary, job title, and start date from HR.

Blinn College District, at the discretion of the District President or designee, may reimburse reasonable and eligible moving/relocation expenses for newly hired administrative employees. The College reserves the right to nullify or amend these procedures as needed. Please see [Appendix G](#) for additional information.

Personally communicate a non-selection status to all internal candidates interviewed. She/he should hear it from the Hiring Manger first! This should be a positive conversation. Please thank the employee for his/her interest and application. All other applicants interviewed will be contacted via telephone to communicate non- selection status.

Utilize the PeopleAdmin system to update the status to Finalist for the selected candidate, and complete the Hiring Proposal. This action will initiate the Background Check Request process. [Appendix G](#) Please use the “Not Interviewed, Not Hired (send email)” option for candidates that are no longer being considered. A successful practice includes waiting until the process is complete, and a final candidate has been finalized to correspond with all applicants who were not chosen.

Once the Background Check is complete Human Resources will change the selected applicant status to Finalist Complete, which indicates the candidate can begin working. Once the Background Check is complete and all approvals have obtained, the Hiring Manager should contact finalist to inform them of their start date and to contact HR to schedule an appointment to complete paperwork. The finalist should bring 2 forms of identification and a voided check for direct deposit. You may access the I-9’s [List of Acceptable Documents](#) here.

LIST OF ACCEPTABLE DOCUMENTS All documents must be UNEXPIRED		
Employees may present one selection from List A or a combination of one selection of List B and one selection from List C.		
LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity AND LIST C Documents that Establish Employment Authorization
1. U.S. Passport or U.S. Passport Card		1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)		2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa		3. School ID card with a photograph
4. Employment Authorization Document that contains a photograph (Form I-796)		4. Voter's registration card
5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status:		5. U.S. Military card or draft record
a. Foreign passport, and		6. Military dependent's ID card
b. Form I-94 or Form I-94A that has the following:		7. U.S. Coast Guard Merchant Mariner Card
(1) The same name as the passport; and		8. Native American tribal document
(2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.		9. Driver's license issued by a Canadian government authority
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI		10. School record or report card
		11. Clinic, doctor, or hospital record
		12. Day-care or nursery school record
		1. A Social Security Account Number card, unless the card includes one of the following restrictions: (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION
		2. Certification of Birth Abroad issued by the Department of State (Form PS-848)
		3. Certification of Report of Birth issued by the Department of State (Form DS-1350)
		4. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
		5. Native American tribal document
		6. U.S. Citizen ID Card (Form I-197)
		7. Identification Card for Use of Resident Citizen in the United States (Form I-179)
		8. Employment authorization document issued by the Department of Homeland Security
		For persons under age 18 who are unable to present a document listed above:

Foreign Nationals

All job offers are conditional upon proof of authorization to work in the U.S. If a foreign national who has temporary work permit is selected to fill a vacant position, he or she must be notified that his or her employment may end at the expiration of the temporary work permit. For detailed information regarding labor certifications and foreign national services, please contact Human Resources prior to scheduling an interview.

Records Retention

If a hiring decision is challenged and a designated governmental agency undertakes an investigation, the hiring department will be required to provide documentation of the hiring process to address the charge. The documentation will be reviewed to determine if the hiring process used to fill the vacancy involved any discrimination practices. In addition, the organization may be required to provide the same information for all hiring decisions covering a period the designated governing body regards as appropriate.

See the [Record Retention Checklist for Employment Files](#) to view what documents are maintained by HR for all postings and by the hiring department for the Position File.

APPENDIX A

Hiring Manager’s Checklist

INSTRUCTIONS This form is a hiring checklist for the Hiring Manager. The HR Department recommends going through this checklist to ensure a smooth hiring process.

Hiring Manager	Date
Hiring Department	
<ul style="list-style-type: none"> <input type="checkbox"/> Full-time position replacement request made to the VP for Instruction. <input type="checkbox"/> Full-time position has been approved by Executive Council <input type="checkbox"/> Review and update job descriptions on-line <ul style="list-style-type: none"> • See Guide to Developing Competence-based Job Descriptions for steps to complete • See Updating Position Descriptions <input type="checkbox"/> Post job opening online. Must remain open for a minimum of 5 days. <ul style="list-style-type: none"> • See Job Posting Guide for steps to complete this process <input type="checkbox"/> Create Search Committee <ul style="list-style-type: none"> • Must send a list to the VPI for committee • All members must sign the confidentiality agreement • Provide members with guest user access to the job posting to view applications • Communicate the following to the committee: <ul style="list-style-type: none"> ○ Job Description ○ Outline of committee tasks and timeline ○ Hiring Matrix ○ Defined scope of the committee decision ○ Affirmative Action/Equal Opportunity Statement ○ Good Faith Memo <input type="checkbox"/> Complete hiring matrix to include and weigh the qualifications and competencies for your job opening. <input type="checkbox"/> The Dean must verify all qualifications of the applicant prior to setting up an interview. See Blinn College Faculty Credentialing Guidelines and Faculty Credentialing Form <input type="checkbox"/> Search committee should meet after evaluation of all applicants to compare matrix scores and select interview candidates. Discuss availability for interviews. All committee members must be present for each interview. <input type="checkbox"/> Develop interview questions <ul style="list-style-type: none"> • Review these for Sample Interview Questions and what Questions to Avoid Asking. Ask your committee to review the questions and ask for their input. <input type="checkbox"/> Arrange interviews <ul style="list-style-type: none"> • Schedule room locations & any technology being utilized • Contact interview candidate • Send interview schedule to committee <input type="checkbox"/> Conduct interviews <input type="checkbox"/> Committee review and discuss interviews and total hiring matrix scores to identify top candidates. Determine next steps (second round interviews, re-open job posting, identify finalist, etc.) <input type="checkbox"/> Maintain documentation 	

- Collect all committee members' interview notes and hiring matrices.
- You must discuss pay grade with Human Resources Compensation Manager prior to informing finalist of their pay scale.
- Designate finalist in PeopleAdmin and begin the [Hiring Proposal](#)
 - If finalist has worked with Blinn in the past check with HR on the rehiring status.
 - Complete the hiring proposal and submit forward. This will initiate the Background Check process.
- Complete reference checks for finalist candidate(s).
 - See [Telephone Reference Contact Guide](#)
- Contact Candidate
 - Inform candidate that they have been identified as the finalist and the official offer will be made pending successful completion of background check.
- When background check is completed successfully Human Resources will change the status to Finalist Complete and they may be contacted to arrange start date.
 - Work with HR to schedule a time for new hire paperwork either before or on the first day of employment.
 - The finalist should bring 2 forms of identification and a voided check for direct deposit.
- HR will submit offer letter to finalist
- The recommended practice is to wait until the background check process is completed for your finalist before contacting the other interview candidates.
 - Contact all interviewed applicants personally. If applicant is internal it is vital to contact by telephone or in person.
- Update all applicant statuses in PeopleAdmin.
 - Use the "Not Interviewed, Not Hired (send email)" option to disqualify applicants that were not interviewed. This will prompt an email to the applicant thanking them for their interest. Choose a reason why they were not selected. See [Updating Applicant Workflow](#) for steps to complete.
 - Use the "Interviewed, Not Hired" option for candidates which were interviewed. You should have already contacted them personally so you should not need to send another email. Keep in mind that once you have changed the applicant status that becomes visible to the applicant.

APPENDIX B

Sample Interview Questions

1. What do you consider to be one of your greatest achievements? Why?
2. What is one of the more promising educational innovations of which you are aware, why is it valuable, and what, if anything, have you done to adopt it?
3. What is the relevance of the liberal arts in the contemporary world?
4. What motivates you to do your best?
5. Please tell us your experience in developing programs and partnerships with external constituents and how you would apply that experience to Blinn.
6. Why did you choose to become a _____ professor?
7. What kind of an institution would you consider an ideal match for your professional talents and interests?
8. If you could choose a course that you have always wanted to teach, what would it be and how would you teach it?
9. What do you consider to be your particular strength(s)?
10. What areas would you like to improve during the next couple of years?
11. Why are you interested in Blinn College? What specific things attracted you to apply for this position?
12. What types of resources would you require to successfully continue your teaching agenda?
13. How do you view your role in the faculty development process?
14. What is your philosophy of teaching and learning?
15. Please tell us about your Professional Development interests and how you see that fitting in with the department's/ college's mission/direction.
16. Is there anything else you would like us to know? Do you have any questions of us?
17. How would you make the most of the opportunity to work on a developing campus?
18. What efforts have you made in the last year to become a better faculty member?
19. Faced with many competing demands on your time, how do you determine your priorities?
20. Tell us about your Professional Development interests and how you see your Professional Development developing over the next few years.
21. In what areas would you like to work to improve (in Professional Development or teaching) during the next couple of years?
22. What specific Professional Development projects would you bring to Blinn? Briefly describe a couple. What types of Professional Development resources and support do you require? (e.g., computer, database, library, etc.)
23. What are your teaching interests? What is your "teaching philosophy"?
24. What do you see as the most important issues or challenges in your discipline within the next few years?
25. What specific skills and talents would you bring to Blinn?
26. Describe your ideal academic work environment (i.e. in what type of academic environment would you like to work?).
27. What do you look for in your academic colleagues?
28. Have you taught courses before?
 - a. What were they?
 - b. What level?
 - c. Required or elective?

29. What specifically do you do in your classes to enhance student learning?
30. What content areas would you most like to teach in?
31. How do your personal and professional interests contribute to your teaching in multicultural/multilingual education?
32. If you had the power to effect one major change in the education of _____, what would that change be and how would you go about effecting that change?
33. Tell us about your vision of the field: where do you think the field is headed in the next five years? How does that relate to the preparation of professional educators?
34. What instructional strategies would you use in order to bring about the greatest understanding of multiculturalism/multilingualism among your students?
35. We encourage integration of a wide range of course content, including the broadest range of diversity issues, in our teacher preparation program. How would you integrate a multidisciplinary and multicultural focus in your courses? Especially courses in your area of specialty?
36. What do you consider your most profound reasons for wanting to join the faculty at Blinn?
37. What difference do you want to make through your professional work over the next five to ten years?
38. What do you consider to be the major issues and challenges facing public education in [insert year]? What are the issues and challenges just now beginning to emerge?
39. How would you describe the role of an effective faculty member in an department?
40. What are the most important skills and abilities _____majors must take into their workforce?
41. What teaching strategies do you use in your college classes? Why? What are the intended outcomes of these strategies?
42. How do you assess the learning outcomes of your instruction?
43. Describe a successful team teaching experience you have participated in as either a K -12 or college teacher. What made it successful?
44. How will your teaching, Professional Development and service activities interrelate, and how will you work to integrate them?
45. Describe your ideal faculty colleague. In what ways do you fit the description, and in what areas do you have the most progress yet to make?
46. What do you need to know about us to make sure we're a good fit for you?
47. How do you view your role in the faculty development process?
48. What are your professional goals?
49. What is notable about your teaching?
50. What kind of teaching experiences, if any, have you had with computer technology?
51. What ways do you expect to interact with other faculty here who are in your department/college, but not in your specialty?
52. Service is important at Blinn because we are a growing college. How would you see yourself contributing to the development of the department and the college?
53. Share an example when you were successful in getting a student to work harder in a class.
54. Describe an instance in which you had to confront a difficult issue with a student. What was the outcome and what did you learn?
55. How would you encourage students to major in your discipline?
56. What is your experience with distance learning, on-line courses, and using technology in the classroom?

APPENDIX C

Questions to Avoid During Interviews

There are many laws governing employment and for maintaining equal opportunities for all applicants. Below are questions to **NEVER** ask during a job interview.

QUESTIONS ON AGE

How old are you?

When did you graduate from High school? College?

QUESTIONS ON SEX

Are you married?

Do you intend to get married?

Do you have children?

Are you a single parent?

Do you practice birth control?

Do you live by yourself?

How many people live in your household?

Do you have someone who can take care of a sick child?

What is your sexual orientation?

Are you straight?

Do you have a maiden name?

Where does your spouse work?

QUESTIONS ON ETHNIC ORIGIN/RACE

What is your nationality?

Where are your parents from?

What languages do you speak?

Are you bilingual? (unless job related)

What language do you speak at home?

What's the origin of your name?

QUESTIONS ON RELIGION/POLITICAL BELIEFS

What church are you a member of?

Are you a member of a religious group?

With what political party are you affiliated?

QUESTIONS ON DISABILITIES

What health problems do you have?

Do you have any back problems?

When were you in the hospital last?

APPENDIX D

Interview Questions Guide

Interviewer's Name: _____

INSTRUCTIONS This form is used by hiring committees to develop interview questions. The same questions will be asked of all the applicants interviewed. Record the questions and the anticipated answer(s) before the interview begins. Make sure to document all answers. This needs to be done by all committee members. After the interview is conducted give the applicant and overall score. It is important to maintain documents in accordance with the respective retention periods.

Applicant's Name	Date
Job Title	Score

Question 1:
Anticipated Answer(s):
Applicant's Answer:

Question 2:
Anticipated Answer(s):
Applicant's Answer:

Question 3:
Anticipated Answer(s):
Applicant's Answer:

Question 4:
Anticipated Answer(s):
Applicant's Answer:

Question 5:
Anticipated Answer(s):
Applicant's Answer:

Question 6:
Anticipated Answer(s):
Applicant's Answer:

Question 7
Anticipated Answer(s):
Applicant's Answer:

Overall Score (to be completed upon close of interview):	
1	POOR
2	FAIR
3	GOOD
4	VERY GOOD
5	EXCELLENT

APPENDIX E

Telephone Reference Contact

INSTRUCTIONS This is used by the departmental hiring supervisors to record responses to the questions regarding a reference check for a job applicant. Suggested questions are included, you may add or change any questions.

Applicants Name:	Date:
Company Contacted:	Reference's Name:
Your Name:	Reference's Title:

Thank you for taking my call. <Applicant's name> is a finalist for the position of <job title> at Blinn College and has indicated you as a reference or previous employer. May I ask you some questions about <Applicant's name>?

In what capacity have you known the applicant? And for how long?
What was <Applicant's name> title, salary, and dates of employment with your organization?
How would you describe <Applicant's name> work?

How would you describe <Applicant's name> style of relating to people?

What are <Applicant's name> strongest job skills?

Have you perceived any weaknesses in work performance?

Is there anything else you would like to tell me about <Applicant's name> work performance or behavior?

Is <applicant name> eligible for re-hire with your company?

NEED HELP?
Contact Blinn HR at
979.830.4128 or 979.209.7546

APPENDIX F

Record Retention Checklist for Position Postings

INSTRUCTIONS This form is used by the hiring department as a record retention checklist for Blinn College position files.

Position Posting Name:	Date:
Posting #:	
A. Documents Maintained by Human Resources in PeopleAdmin Job Postings: Position Posting All Applicants (referred and not referred) All attached documents (resumes, cover letters, test scores, and other attachments) Criminal Background Check (maintained on vendor site) Position Description Selective Service Form (if applicable) Other Documents	
B. The Hiring Department should maintain a hard copy Position File of postings that consist of the following items: Position Description Position Posting Hiring Matrix from all committee members Interview Question/Answers (All) Reference Checking Materials (All) All notes, e-mails, etc.	

NEED HELP?
Contact Blinn HR at
979.830.4128 or 979.209.7546

APPENDIX G

BLINN COLLEGE ADMINISTRATIVE PROCEDURE MANUAL

SUBJECT: Applicant Interview and Moving/Relocation Expense Reimbursement **EFFECTIVE DATE: New Procedure**
REVISION DATE: 4-8-14

Travel Expenses for On-site Interview Candidates

Blinn College District may pay a qualified applicant approved travel expenses related to an on-site interview for certain exempt level positions. The Human Resources Department should be contacted to obtain approval for reimbursement of expenses prior to the interview.

Airfare may be reimbursed in an amount not to exceed round trip coach class up to a maximum of \$500 for Administrative level positions and \$300 for Faculty and/or Professional staff recruited nationally or regionally.

Meals, lodging and additional allowable expenses may be reimbursed up to a maximum of \$250 for Administrative level positions and \$150 for Faculty and/or Professional staff. Expenses may be reimbursed after actual receipts have been received and processed by the College District. If an applicant declines an offer of full-time employment, his/her expenses will not be reimbursed. Any expense of an interviewee prior to being selected as an interview candidate will not be reimbursed.

Moving/Relocation Expenses

Blinn College District, at the discretion of the District President or designee, may reimburse reasonable and eligible moving/relocation expenses for newly hired administrative employees. The College reserves the right to nullify or amend these procedures as needed.

The total value of the moving/relocation allowance shall not exceed the following:

Administrative/Director Level - 4% of base salary and Vice President Level - 6% of base salary. Payments of expenses in amounts exceeding this schedule may be granted upon recommendation of the District President or designee.

Deductible expenses related to moving/relocation are not reported as taxable income in the employee's W-2 form. Deductible expenses may include the following up to the pre-approved maximum level: packing of household goods at the former residence and unpacking at the destination; transportation of household goods and personal effects by a professional moving company; mileage allowance at the allowable rate; rental of a truck and expenses incurred in moving/relocating household goods by the individual; full transit protection of household goods, temporary storage cost for a period not to exceed 30 days; and/or disconnection and installation of moved appliances.

Non-deductible expenses are considered additional income to the employee and are subject to Federal, Social Security, and Medicare taxes. The following non-deductible expenses may be covered up to the pre-approved maximum amount: food and lodging for travel between old and new residence; mileage for a personal second vehicle; pre-move house-hunting trip; and/or temporary living expense after arrival not to exceed 30 days.

The following are expenses which will NOT be reimbursed by the College District: removal and installation of drapes, carpeting, lights, etc.; maid service, childcare, etc.; moving of animals, plants, or any other property not usually defined as household goods; movement of perishable food products; cleaning, repair, renovation or lawn expenses at former or new residence; buy-out of unexpired leases;

installation of electrical, telecommunication lines; and/or storage or movement of boats and/or other recreational vehicles.

The newly hired employee must submit the original receipts for eligible expenses, along with his/her completed expense report to the appropriate Vice President or District President who will arrange for reimbursement.

If an employee resigns his/her position within a 24-month appointment, he/she will be required to repay 100% of reimbursement for moving/relocation expenses.

BLINN COLLEGE ADMINISTRATIVE PROCEDURE MANUAL

SUBJECT: Background Checks

EFFECTIVE DATE: 11-16-07

REVISION DATE:

Definitions

Background Checks: Checks can include, but not limited to, fair credit report, criminal record, sex offenders, work reference history, character references, and other business related inquiries.

Applicant: An individual, who applies for an authorized, posted position with the Blinn College District.

Controlled Substance: The meaning assigned in Texas Health & Safety Code § 481.002, as that section may be amended from time to time.

Criminal Conviction Record Information: Public information maintained by the Department of Public Safety as provided in Texas Government Code § 411.135.

Criminal History Record Information: Information collected about a person by a criminal justice agency that consists of identifiable descriptions and notations of arrests, detentions, indictments, information, and other formal criminal charges and their dispositions, as more fully described in Texas Government Code § 411.082.

Current Employee: A person who is on the Blinn College District's payroll when background checks are requested or performed.

Security Sensitive: Positions in which described in Board Policy DC (Legal) and those positions designated by the College District. Positions designated by the College District have the ability or access to interact with a student.

A position is considered posted when it is placed on the Blinn College District's employment website and, as determined by College District administration, and/or is advertised externally via electronic or printed media. The position advertisements and posting notices will state "This position is subject to the successful completion of a background check."

Purpose

The Blinn College District strives to provide the safest possible environment for students, visitors, faculty, and staff. In an effort to maintain a safe environment, the College District shall conduct background checks on applicants who are selected as finalists to fill posted positions.

Personnel Changes Subject to Background Checks

Current employees, under final consideration, following the normal screening and selection processes for a new position, may be subject to a background check.

Procedures

All final applicants for posted positions deemed security sensitive shall be required to have a background check conducted prior to the first day of employment. The background check will occur after a conditional offer has been made by the hiring manager and accepted by the finalist. Employment may not begin until the College District accepts as satisfactory the results of the background check. If circumstances require that an offer be made before the completion of a background check, the offer must be in writing and state that the offer is contingent on the completion of a satisfactory background check. Any exception(s) must

be authorized by the Director of Human Resources. If the finalist does not receive a satisfactory background check, the job offer will be withdrawn and the candidate may not be hired in the position.

Responsible party or parties must be identified for the following key actions:

1. Obtaining the authorization form to conduct the background check - shall be done by the HR department or third party vendor.
2. Conducting the background check shall be initiated by the HR department.
3. Making the decision to offer employment to an applicant shall be recommended by the HR department in consultation as appropriate with the appropriate administrators.
4. The decision to promote, transfer or reclassify an employee shall be recommended by the HR department in consultation with the appropriate administrators.

The College District or third party vendor shall obtain an authorization form from the applicant prior to conducting a background check. The authorization may be in either paper or electronic form. The form must include the notice required by Texas Government Code § 559.003, as it may be amended from time to time.

All background history record information obtained by the College District may be used only for the purpose of evaluating applicants for employment and shall not be used to discriminate on the basis of race, color, national origin, religion, sex, handicap, age or against other protected groups.

Background history record information, including conviction information contained therein, will be regarded as confidential as required by law and will not be made a part of the applicant's file or the employee's personnel file or communicated to any unauthorized person (Texas Government Code § 411.085).

The College District's policies and procedures do not automatically disqualify from employment all individuals with conviction records. The procedures shall provide that, in the event the investigation reveals criminal convictions or other related relevant information, the Human Resources Director will advise on a case-by-case basis whether the individual is qualified based on factors such as:

1. Specific duties of the position;
2. Number of offenses;
3. Nature of each offense;
4. Length of intervening time between the offense and the employment decision;
5. Employment history;
6. Efforts at rehabilitation; and
7. Accuracy of the information that the individual provided on the employment application.

Satisfactory and Unsatisfactory Results

A review will not be considered to be satisfactory if the background check identifies:

1. Conviction for an offense that involved use or possession of an unlawful weapon or firearm;
2. Conviction for an offense under the following sections of the Texas Penal Code: Title 5 (Offenses Against the Person); Title 6 (Offenses Against the Family); or Chapter 43 (Public Indecency) or their counterparts in other states; or
3. Conviction for an offense that involves misconduct pertinent to the job responsibilities of the position for which the applicant is being considered.

An applicant, whose record indicates that criminal charges are pending, may not be considered for a position until final disposition of the charges. This assessment will follow the guidelines established under “Satisfactory and Unsatisfactory Results” of this procedure.

Decision about Hiring and Communication of Results

If the background check is satisfactory, the HR department will communicate this conclusion to the hiring manager. The hiring process may be completed and/or the conditional nature of any offer of employment removed.

If the background check identifies convictions, the Director of Human Resources or designee will discuss with the hiring and approval managers the candidate’s eligibility for hire. This review will consider the essential function of the position, the details regarding the conviction, whether the conviction should have been disclosed in the hiring process and what verification might be appropriate.

Use of Information Collected in a Criminal Background Check

The only information that will be retained by the College District is whether the applicant has passed or failed the background check.

All conviction and other background data collected under these procedures shall be used for the exclusive purpose of evaluating the individual for employment, shall be privileged and confidential, and shall not be released or otherwise disclosed to any other person or agency (other than those persons involved in the hiring process) except under court order. After hire, all background and/or criminal history information relating to the application will be destroyed by shredding. Documentation of non-hire will only state the background check verification was not satisfactory for the position applied. Any employee who releases or causes to be released information collected pursuant to this procedure shall be subject to the penalties established for disclosure of confidential information in the Texas Open Records Act, under Texas Penal Code §411.085 and under College District operating rules.

Employee Rights and Obligations

Prior to report destruction, any applicant for a position who is not hired because the College District received an unsatisfactory report may request a copy of the report for personal review. An applicant who states his or her background information is not correct shall not be eligible for hire or appointment to a position within the College District until the official records utilized by the College District confirm the correction to the information. The College District is not obligated to hold a position or an offer open to allow a candidate to correct his or her record.

Current Employee Checks

The College District reserves the right to perform a background check for any position(s) or person(s) or for any department(s) for good cause.

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