

Criteria for Hiring New Employees

*From the President's Senior Executive Team
in Consultation with the Budget Committee*

2007 October 22

NOTE: This process applies to all new hires, including new positions, replacements, and consolidations of hourly positions.

A. Questions to be answered when requesting a new position

All position requests must be accompanied by a written response to each of the following questions. It is understood that these questions do not always require objective answers and that the responses to the questions are to be considered as a cohesive whole.

1. Is this position needed to implement the college's strategic plan?
2. Is this position needed to maintain legal, contractual, or accreditation obligations? If so, what aspects of law, regulation, etc.?
3. Are other positions responsible for compliance with legal, contractual, or accreditation obligations? If so, how does this position integrate with those positions?
4. Will recruitment be internal only? If so, why?
5. What is the budgetary impact (including salary, benefits, and any dedicated materials or equipment) of the position? Is the cost offset by any marginal revenue or FTE generation? Where will the funding for this position come from?
6. Does this position coordinate resources (personnel, money, information, equipment) to improve functions, reduce unnecessary duplication of services in other departments or divisions, utilize technology to automate processes as appropriate, maintain or improve communications, and/or build toward equity of workload among all employees? If so, how?
7. In the process of hiring the new employee, will work (or the distribution of work) be reorganized? If so, what could be the impact on co-worker positions in the area and on other areas across campus?
8. What data and information sources were used in answering the above questions?

B. Implementation, review, and communication to campus

1. The President's Senior Executive Team (PSET) will review written responses to each of the questions in part A, above, when a new employee hire is being requested.
2. In view of the responses, PSET will determine whether the hiring process should go forward.
3. At the first Budget Committee meeting of each academic quarter, PSET will provide to the Budget Committee a written report of the positions hired during the previous academic quarter (or, in the case of the first meeting of fall quarter, the previous two academic quarters) and the rationale for hiring each position.
4. The Budget Committee will determine, for each position, whether the process was followed and the questions reasonably answered. It is understood that the Budget Committee is not offering an opinion about whether PSET's decision was one with which the Budget Committee would necessarily agree, but whether PSET had a reasonable basis for making its decision, in light of the questions set forth in part A, above.
5. The Budget Committee will communicate to the campus the results and findings of its quarterly reviews no later than the third Budget Committee meeting of the academic quarter.