



CENTRAL CAROLINA COMMUNITY COLLEGE POLICY & PROCEDURE MANUAL

Human Resources Section *Procedure 3.1.2.1 - Hiring Procedures*

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I. PURPOSE

This procedure establishes a comprehensive, standardized approach for hiring across various employment categories at Central Carolina Community College. The College employs multiple

hiring models: External Posting, Internal Posting, Promotion, Appointment, and Apprenticeship. This document outlines the steps required for recruiting, selecting, and onboarding employees to align with institutional goals and to ensure compliance with employment laws.

II. VERIFYING STAFFING NEEDS AND NEW POSITION APPROVAL

A. Verifying Staffing Needs

The need for new positions or to fill vacancies must be verified before initiating any hiring process. The President may transfer, promote, reassign, or demote employees as necessary to meet the College's operational needs.

Reclassifying or reassigning position responsibilities may, in some cases, be the most effective approach to address staffing requirements. A reclassified or reassigned position does not automatically constitute a vacancy.

Vacant positions must be requisitioned for reposting through NeoEd within two (2) weeks of the vacancy. Positions not requisitioned and posted within this two-week timeframe will be removed from the budget and will need to go through approvals as if it were a new position.

B. New Position Approval

For any new position that arises during the fiscal year, a Position Justification Form posted to the Employee Hub must be submitted to begin the position request process, which shall include review by the Budget Committee.

III. APPROVED HIRING MODELS FOR FULL-TIME POSITIONS

A. External Posting

External postings are used to attract new employees with the required skills to the College and to bring new perspectives to the College's workforce. External postings adhere to the following criteria:

- Open to all qualified external and internal candidates.
- Posted for at least two weeks on internal and external platforms.
- Candidate is recommended by a Hiring Committee and confirmed by the President.

B. Internal Posting

Internal postings are used to fill roles where existing employees have the necessary skills and to promote internal growth. Internal postings adhere to the following criteria:

- Open only to current College employees.
- Posted internally for one week.
- Candidate is recommended by a Hiring Committee and confirmed by the President.

C. Internal Appointment

Internal appointments may be made for the purposes of promotion or strategic organizational realignment. Promotions are used to recognize and reward current employees for exceptional performance, fostering a culture of growth and recognition. Other internal appointments may be made to strategically realign staff, to optimize team structure, and to leverage the College's talent pool, ensuring the most effective use of resources to advance institutional goals. Internal appointments adhere to the following criteria:

- Supervisors must justify promotions and appointments based on the employee's demonstrated contributions, skills, and potential.
- Eligible employees must have been employed at the College for at least ninety (90) days.
- Human Resources will review internal appointments to ensure they align with the College's compensation guidelines.
- Internal appointments are confirmed by the President.

D. External Appointment

In limited circumstances, the President may make external appointments when a specialized position requires unique expertise that is not readily available within the existing workforce. This approach is reserved for situations where 1) the role demands a specific skill set or industry experience and 2) an exceptional candidate with proven capabilities can significantly enhance the College's strategic objectives. These appointments are made to ensure that the institution continues to meet high standards of excellence and innovation in areas requiring specialized knowledge.

- Human Resources will review promotions/appointments to ensure they align with the College's compensation guidelines.
- External appointments are confirmed by the President.

E. Apprenticeship

Apprenticeships are structured training programs aimed at developing internal or student talent for hard-to-fill positions. They combine on-the-job training with mentorship and coursework. Upon successful completion, they may be evaluated for permanent placement in line with any of the above hiring methods. Apprenticeship positions are approved by the President, though candidates are selected by the applicable supervisor as appropriate.

IV. **HIRING COMMITTEE ROLES AND RESPONSIBILITIES**

A. Administrator/Supervisor Responsibilities

All Hiring Committees will be instituted by the supervisor to whom the vacancy shall report. The supervisor shall:

- Confirm budget and position details with Human Resources.
- Ensure position descriptions are accurate.
- Complete a Position Justification Form, if necessary.

- Nominate Committee members for screening and interviews.

B. Hiring Manager Responsibilities

The supervisor shall either 1) serve as the Hiring Manager for the Hiring Committee or 2) appoint a qualified individual from the supervisor's direct reports to serve as the Hiring Manager for the Hiring Committee. The Hiring Manager shall:

- Act as Committee Chair.
- Coordinate with Human Resources for approval of the Hiring Committee and interview questions prior to any interviews being conducted.
- Coordinate with Committee members and Human Resources to review applications.
- Ensure interviews are conducted professionally, without bias, and in compliance with all federal, state, and local employment law.
- Submit final recommendations and required documentation to Human Resources.

C. Human Resources Responsibilities

The Department of Human Resources shall assist the Hiring Manager through the Hiring Committee process. Assistance includes helping to:

- Manage all aspects of the hiring process, including advertising, post-selection screening, and extending offers.
- Ensure compliance with employment laws and College policies.
- Facilitate new employee orientation and onboarding.

V. **POSITION DESCRIPTIONS AND POSTING PROCESS**

A. Position Descriptions

All positions must have a detailed job description, outlining reporting relationships, classification, responsibilities, and qualifications (including education, experience, and skills). Experience in lieu of formal education may be accepted with the President's approval.

B. Requisition and Posting

Requisition Submission

1. Hiring Managers contact the Associate Director of Human Resources with an updated job description and a completed Position Justification Form, if necessary.
2. Human Resources will submit the requisition via NeoEd and determine the salary band and FLSA status.
3. The requisition must be approved by administrators (Divisional Executive Leader, Controller, Chief Finance Officer, Executive Leader over Human Resources, President).
4. Human Resources drafts the job ad for review by the Hiring Manager prior to posting.

Posting Guidelines

1. Full-time instructional and staff positions will be posted for a minimum of 14 days.
2. Part-time and temporary positions will also typically be posted for at least 14 days.
3. Positions will be advertised on the College website, NCCCS website, and other platforms as determined by Human Resources and the Hiring Manager. The job posting must include:
 - a. Minimum qualifications (education, experience, licensure, skills)
 - b. Preferred qualifications
 - c. Application instructions
 - d. Equal opportunity employer statement

VI. APPLICATION AND SELECTION PROCESS FOR POSTED POSITIONS

A. Application Submission

Applicants must submit a completed application and any required documentation by the specified deadline. Incomplete applications or those stating "see resume" will not be considered.

B. Screening Applicants

Human Resources will refer all complete applications to the Hiring Supervisor for screening.

C. Selection Process for Full-Time Instructional & Staff Employees

Hiring Committee Plan

Before conducting interviews, the Hiring Manager is responsible for creating a Hiring Committee Plan, which shall include at a minimum:

1. A Hiring Committee consisting of a minimum of three members,
2. A defined structure of the interviewing process, which shall include a minimum of a single interview round with the Hiring Committee to be conducted no later than three (3) weeks after identifying qualified candidates, but may also include other components, such as phone screenings, additional interview rounds, teaching or skills demonstrations, and other similar interviewing mechanisms, and
3. Interview questions or demonstration tasks, as appropriate.

The Hiring Committee Plan shall first be approved by the Hiring Manager's divisional Executive Leader before being sent to Human Resources for final approval or revision.

Hiring Committee Recommendations, Second-Level Interviews, & Selection by President

The Committee will rank the top one to three candidates and forward recommendations to the Human Resources Office. All documentation, including notes and evaluations, must be submitted to Human Resources with the Candidate Selection Form.

The divisional Executive Leader may, at their sole discretion, elect to conduct second-level interviews with each of the Committee's recommended candidates. If second-level interviews are to be conducted, the Human Resources office will forward the Committee's documentation to the Executive Leader for review and for interview scheduling. Upon conclusion of the second-level interviews, the Executive Leader shall submit all documentation, including notes and evaluations, to Human Resources with amendments to be made, if any, to the Candidate Selection Form.

Upon conclusion of the divisional interview process, Human Resources will conduct reference checks, background verifications, and prepare an offer package for the President's approval for the top candidate. In the event that the top candidate declines the offer or is disqualified, Human Resources will repeat this process for the next candidate until either a candidate accepts an offer or the selected candidate pool is exhausted. The President may elect to conduct their own interviews with any candidate and has the final authority to accept or decline the candidate recommendations.

Job Offer & Acceptance

Upon the President's approval, Human Resources will extend an offer through an offer letter with the job description attached. New employees typically begin on the first of the following month, with orientation conducted during their first three days. For instructional positions, a Faculty Qualifications Form must be submitted to the applicable Dean and Chief Academic Officer.

Onboarding

Hiring Managers are responsible for preparing the new employee's work area, IT access, office supplies, and other essentials. New full-time employees will report to Human Resources on their first day to complete new hire paperwork. The Payroll Supervisor & Benefits Administrator will contact the new employee directly to schedule a time to discuss benefits enrollment.

Board of Trustees Notification

The President will provide a report of all new employees, position changes, and employee separations at the next Board of Trustees meeting.

D. Selection Process for Part-Time Instructional & Staff

Each divisional Executive Leader (or designee) will establish part-time hiring processes for their division, which may include formal interviews or phone screenings, though all candidates must at a minimum complete an online application and the applicable supervisor must complete a Part-Time/Adjunct New Hire Request Form. If utilized, interview questions must be submitted to Human Resources for approval and revision. For curriculum instructional positions and continuing education instructional positions aligned with curriculum offerings, a Faculty Qualifications Form must be submitted to the applicable Dean and Chief Academic Officer. Human Resources processes background checks and submits Hiring Authorization for approval. The applicable supervisor handles onboarding tasks.

In urgent situations, the hiring Executive Leader may seek approval from the President to bypass the formal process.

E. Selection Process for Student Workers

Student workers may be employed by the various departments at the College. Department Chairs determine the need for Student workers in consultation with the Student Academic Assistance Department. Other department-level supervisors and above determine the need for Student workers in consultation with the Human Resources Department and, if the student is a Work Study student, the Financial Aid Department. Candidates are required to complete an online application. Human Resources, or Financial Aid for work-study employees, will process I-9 Employment Eligibility Verifications. Background checks are not required for active students. Hiring Managers ensure that workspaces are prepared.

VII. COMPLIANCE MATTERS

A. Foreign National Compliance

The College adheres to state and federal guidelines related to employing foreign nationals, ensuring compliance with IRS and state policies.

B. Continuous Improvement

This procedure will be reviewed annually to align with strategic goals and labor market changes. Feedback from stakeholders will be used to improve the hiring process.

C. Use of Artificial Intelligence

The use of artificial intelligence tools, whether standalone or embedded in any of the software used by the College, is expressly prohibited in the screening or evaluation of candidates in College employment processes. Use of artificial intelligence tools for non-screening and non-evaluation activities, such as developing job responsibilities or drafting a job description or posting, is permitted.

REFERENCES

Statutory References	N.C.G.S. §§ 115D-20, 128-15
Regulatory References	1D SBCCC 400.4, 1C SBCCC 200.94
Relevant Guidance	None
Policy Manual Cross-References	None

PROCEDURE HISTORY

October 25, 2025	Adopted.
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