

5.15 Recruitment and Appointment

Last Revised: August 2025

Policy: Piedmont Community College (PCC) will strive to recruit and appoint qualified applicants for vacant positions through a systematic recruitment/appointment process.

The College is committed to the principle of equal employment opportunity and will not discriminate on the basis of race, color, religion, sex, national origin, or any other legally protected status.

Purpose/Definitions:

Purpose

The purpose of this policy is to describe the recruitment and appointment process to be used when hiring for vacant positions.

Definitions

Candidate Review—anyone who has access to applicant information, especially in the recruitment process as a hiring supervisor or search committee chair/member.

Criminal Background Check—a multi-jurisdictional database review based upon the employment position which may include records of arrests, detentions, indictments, criminal charges, dispositions, and fines.

Full-Time and Part-time—as defined in PCC Policy 5.36 Definition of Employment Categories.

Hiring Supervisor—the person who will be the immediate supervisor of the position.

Probationary period—an introductory period of one academic term (fall/spring) for a new faculty member or 90 days for a new staff member intended to provide an opportunity to determine if the employment relationship is a good fit for both the employee and the College. This allows the employee the opportunity to demonstrate their attributes/skills and become familiar with college policy, procedures, and expectations.

Recruitment Pool—posting which solicits application packets of individuals who may qualify for a temporary position if the opportunity comes open.

Waiver of Recruitment—circumvents the normal recruitment process.

Promotion and Reassignment—transition of a PCC employee from one role to another by waiver of recruitment.

Approval Authority/Monitoring Authority: Piedmont Community College’s Board of Trustees has approval authority for this policy. The Vice President, Administrative Services/CFO has monitoring authority for this policy.

Procedure:

Section 1: Vacancy

- 1.1. Any position or vacancy not included in the approved PCC Staffing Document maintained by the Office of Human Resources and Organizational Development (HROD) must be reviewed and approved by the Vice President, Administrative Services/CFO and the President to ensure business need and funding before posting.
- 1.2. For part-time positions, the supervisor must work with the appropriate vice president to verify and/or secure funding before posting.
- 1.3. All position descriptions should be created/revised in collaboration with the Office of HROD, and the most up-to-date version should be on file in the Office of HROD before posting.

Section 2: Search Committee

- 2.1. The search committee should include the following structure:
 - 2.1.1. All committee members must be approved by the Office of HROD before the initial review of candidates.
 - 2.1.2. The chair of the search committee should be the hiring supervisor or designee.
 - 2.1.3. The members of the search committee should be a diverse group of PCC employees or applicable stakeholders with at least one person outside of the position’s division:
 - 2.1.3.1. Part-time and/or Temporary: hiring supervisor alone (committee not required)
 - 2.1.3.2. Full-time Positions: minimum committee of five (5); chair and four (4) other members

2.1.3.3. A member of the Office of HROD may sit on the search committee as a non-voting member if anyone on the committee has not completed search committee training.

2.1.4. If the area vice-president is not the hiring supervisor, the area vice president may choose to participate on the committee.

Section 3: Posting

3.1. Approvals:

3.1.1. The immediate supervisor is responsible for initiating the employment process by completing the Recruitment Requisition form which is then routed for all appropriate approvals.

3.1.2. Upon approval, the requisition is routed to the Office of HROD for posting to the college website and used in processing advertisements in specified newspapers and/or appropriate publications as per item 3.2.

3.2. Advertising:

3.2.1. All PCC vacancies are advertised in the most effective means available.

3.2.2. The immediate supervisor may recommend additional newspapers or other publications where the position vacancy needs to be advertised.

3.2.3. All position announcements and advertisements for positions state that Piedmont Community College is an Equal Opportunity Employer.

3.3. Minimum Posting Schedule:

3.3.1. All vacancies must be posted for recruitment unless a waiver of recruitment is approved by the President.

3.3.1.1. Part-time or temporary positions must be posted for a minimum of three (3) calendar days.

3.3.1.2. Staff positions must be posted for a minimum of seven (7) calendar days.

3.3.1.3. Professional and faculty positions that require a bachelor's or less must be posted for a minimum of 14 calendar days.

3.3.1.4. Professional and faculty positions that require a master's or higher must be posted for a minimum of 30 calendar days.

- 3.3.1.5. Positions may be reposted in minimum posting increments (or longer); however, postings must be reevaluated after 60 days from the original posting date if no qualified applicant pool has been identified.

Section 4: Receiving and Processing Applications

4.1. Applicant Materials:

- 4.1.1. Each applicant must submit all requested materials in accordance with the instructions included in the position announcement no later than the posted deadline.
- 4.1.2. The minimum documents include:
 - 4.1.2.1. Explanatory cover letter
 - 4.1.2.2. Completed Piedmont Community College application
 - 4.1.2.3. Applicant's resume
 - 4.1.2.4. Unofficial transcripts for the highest degree required for the position (with degree title and date conferred)
 - 4.1.2.5. Unofficial documentation for any required certifications
- 4.1.3. The hiring supervisor may require additional documents; however, the additional documents must be requested in the original posting.

4.2. Application Review (full-time positions):

- 4.2.1. After the position is posted, the Office of HROD confirms with the search committee members that they have access to electronically review applications.
- 4.2.2. Each candidate reviewer must review all materials submitted by qualified applicants and rank their top candidates (i.e., top three (3) or top five (5)).
- 4.2.3. For full-time positions, the search committee chair will electronically submit the names of the top candidates for interview.
 - 4.2.3.1. If possible, a minimum of three applicants per position should be interviewed.
 - 4.2.3.2. Applicants not selected for interview will be notified that the materials received will be retained.

4.2.3.3. The Office of HROD will schedule interviews for full-time positions and inform candidates of any assessments, if applicable.

4.2.4. Part-time interviews may be scheduled by the hiring supervisor or designee.

4.3. Interview Format

4.3.1. Methods

4.3.1.1. Interviews may be facilitated via phone, in-person, or web conferencing as long as all candidates are offered the same option(s).

4.3.1.2. Phone interviews may only be used to pre-screen or follow-up with candidates.

4.3.2. Questions

4.3.2.1. Interview questions must be relevant to the job duties.

4.3.2.2. The Office of HROD, in collaboration with the search committee chair, will develop the interview questions for review by the committee.

4.3.2.3. Hiring supervisors may work with the Office of HROD to develop and/or finalize questions.

4.3.3. Assessments

4.3.3.1. Assessments are required for all instructional positions of the College; applicants must prepare and present a timed teaching demonstration.

4.3.3.2. Assessments may also be required of non-instructional positions.

4.3.3.3. Other assessments may be given to applicants to measure suitability for the position and performance potential.

4.3.3.3.1. Examples of these assessments include, but are not limited to, a written narrative, computer software knowledge, or technical skills.

Section 5: Candidate Selection and Onboarding

5.1. Candidate Selection

5.1.1. After interviews are concluded, the committee members will rank each interviewee.

5.1.1.1. The individual rankings will be compiled for total committee ranking.

5.1.2. The committee chair will forward the name of the selected candidate along with the total committee and individual rankings to the appropriate vice president or equivalent for file review and selection.

5.1.3. The vice president (or equivalent) will provide the final selection to the Office of HROD to make the offer.

5.1.4. For part-time new hires, the hiring supervisor makes the selection, makes the offer, completes the contract, and forwards the contract to the Office of HROD.

5.1.5. In accordance with Policy 5.27 Employment of Relatives, restrictions are in place to avoid nepotism.

5.1.5.1. The College will not concurrently employ two or more persons who are closely related by blood or marriage in positions if:

5.1.5.1.1. one family member would supervise another family member, or

5.1.5.1.2. one family member would have substantial influence over employment, salary or wages, or other management or personnel actions relating to another family member.

5.2. Candidate Offer

5.2.1. Offers of employment require the approval of the President if

5.2.1.1. the proposed salary is outside of the established salary range.

5.2.1.2. the final candidate selected is not the committee's recommendation.

5.2.2. Upon approval, the Office of HROD (full-time candidates) or the hiring division (part-time candidates) will:

5.2.2.1. Complete the reference checks (minimum of three (3)) and provide feedback to the hiring supervisor if there is a concern with the results.

5.2.2.2. Make the official offer to the approved candidate.

- 5.2.2.2.1. The offer is contingent upon review of the approved candidate's criminal background check.
- 5.2.2.2.2. The offer will include notification of the required probationary period associated with the position. See PCC Policy 5.7 Employment Letters and Contracts for more information.
- 5.2.2.2.3. Unless otherwise stated, contingencies listed as a condition of employment in the offer letter must be cleared within 30-days of hire.
- 5.2.2.3. Notify remaining interviewees that the position has been filled and that the applicant's documents will be retained on file for two years.
- 5.2.2.4. If the candidate is not approved or the original offer is rescinded, the search committee chair may offer a previously ranked alternate or the position will be re-advertised.
- 5.2.2.5. Once the approved candidate has accepted the offer, the Office of HROD will prepare the appropriate faculty or staff employment contract.

5.3. Orientation and Onboarding

- 5.3.1. When the successful candidate joins the PCC team, the Office of HROD will provide an orientation session for new permanent faculty and staff.
- 5.3.2. The appropriate supervisor will use the Supervisor's Orientation Checklist provided by the Office of HROD to discuss job-related resources and responsibilities.
- 5.3.3. Part-time new hires will receive orientation from the appropriate division representative.

Section 6: Alternative Recruitment Methods

6.1. Part-time Recruitment Pools

- 6.1.1. Recruitment pools should only remain open for one (1) year at a time.

6.2. Waiver of Recruitment

- 6.2.1. The President may waive the normal recruitment process for the following reasons:

- 6.3. Timing: Immediate hire needed to mitigate organizational hardship to the College.
 - 6.4. Hard to fill: Recruitment has been open for over a year.
 - 6.5. Promotion and Reassignment, including Interim: Someone within the College has the knowledge, skills, and abilities to fill the position with minimal training and it would be a greater hardship on the College to recruit than to make the transfer.
 - 6.5.1.1. Internal Only Posting: The hiring supervisor/vice president believes that PCC has a talent pool for the position; may post as internal only for one (1) week (PCC Website and PCC All Users) and then will post as normal if needed.
 - 6.5.1.2. The President must approve all completed Waiver of Recruitment Requests before any offer is made.
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Legal Citation: [Civil Rights Act of 1964](#); [N.C.G.S. 128-15](#)

History: Effective October 1988; Revised April 1999, October 2001, October 2002, January 2012, February 2012; March 2019 (item 6.2.1.3 replaced policy 5.16 Promotion and Reassignment; September 2020; October 2021, April 2023, May 2025, August 2025

Cross-references PCC Policies 2.32 Non-Retaliation, 5.7 Employment Letters and Contracts, 5.27 Employment of Relatives, 5.32 Veterans Preference, and 5.36 Definition of Employment Categories