

## **HARD-TO-HIRE**

This policy allows the President and the Board of Trustees to recognize a “Hard to Hire” job market for an area in which the market is very competitive and in which it is difficult to find and retain qualified candidates for open positions. It permits the Human Resources Office to advertise vacant positions designated as “Hard-To-Hire” without specifying a salary range, but instead stating that the salary depends upon the applicant’s education and experience. Then would allow exceptions (only if needed) to be made in the usual process of salary placement when negotiating with the successful job candidate to fill these "Hard-To-Hire" position vacancies.

An area designated by the President and the Board of Trustees as Hard-To-Hire will be re-evaluated by the President and the Board of Trustees periodically at the request of the Human Resources Office to determine if the area needs to remain in the Hard-To-Hire category. The HR Office would be appraised of the Board’s actions and maintain a record of “Hard to Hire” job areas.

### **I. Process for filling a “Hard to Hire” Position:**

When an opening occurs in a “Hard-to-Hire” area (as recognized by the President and Board of Trustees), the College will first implement a search for the position using the normal procedures and the normal salary range. If, after running two unsuccessful searches (i.e., not finding a qualified candidate because of the advertised salary range being too low), the College is unable to receive qualified applicants, it will then re-advertise the third time using no salary range and stating in the advertisement, "salary depends upon education and experience."

In the event that the job being advertised has not been recognize by the President and Board of Trustees as a “Hard to Hire” job area, then after two unsuccessful searches the Human Resources Office and the appropriate VP for the area could request such designation from the President and Board of Trustees if the facts supported such a request. Once designated as “Hard to Hire”, the HR Office would re-advertise the third time using no salary range and stating in the advertisement, "salary depends upon education and experience."

If qualified applicants are then received, the salary for the position would be negotiated in good faith by the College, while attempting to keep within or as a close to the initially advertised salary range as possible. The salaries of the current faculty or staff within the job area should also be used as a guide in any salary negotiation.

All salary offers will need the President’s approval.

### **II. Possible Acceleration of Salary Trend Adjustments for Others Currently in same Work Group:**

If the amount of salary required to hire a new person into the “Hard-To-Hire” position is higher than what would normally fit into the salary distribution of that current work group area (i.e., faculty in the same program area), the College may if approved by the President accelerate the rate of trend analysis adjustments for those current staff in that group or program area. This would be done by granting an additional amount to those in that group who are below their predicted salary. 1) The BASE amount for this calculation is the difference between the new hire’s salary and the current salary for that individual

in the same work group furthest below the new hire's salary (i.e., lowest paid individual in the work group). 2) Obtain the predicted salary (based on Trend Analysis) for the lowest paid individual in the work group. 3) Calculate the DIFFERENCE between the actual salary for the lowest paid in the work group and their predicted salary. 4) Calculate the PERCENTAGE this DIFFERENCE is of BASE (above). 5) Adjust salaries for all those in the work group with salaries below their predicted by moving them by this same PERCENTAGE to their predicted salary, with the limit of any adjustment being the predicted salary value for each person.