

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

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HARD-TO-RECRUIT POSITIONS  
Procedure 3-02 (H)  
Page 1 of 1

Effective September 22, 2016

- (1) From time to time, the College may experience extraordinary circumstances for certain positions due to market forces or due to new or emerging needs. The President may declare these positions as hard-to-recruit under the current pay system. This designation will give the President the authority to use different/extraordinary methods of compensation that are generally accepted in the business work to attract hard-to-recruit candidates (e.g., hiring bonuses or higher starting salaries). The President will establish criteria to determine what constitutes a hard-to recruit position.
- (2) This procedure established by the President for filling hard-to-recruit positions does not apply to faculty or employees represented by labor unions.
- (3) Generally a hard-to-recruit position is a job or classification for which the College has difficulty finding qualified candidates due to labor market trends/shortages or salary misalignment.

The following criteria shall be used to declare a position as hard-to-recruit:

- The College has explored the impact of job redesign.
- The College has performed a competitive salary review from the appropriate sources.
- Must document the labor shortage information from the appropriate sources such as Bureau of Labor Statistics, CUPA, OACC and AACC.
- The College has documented shortages of like positions at other community colleges.