

JAMES A. RHODES STATE COLLEGE  
HUMAN RESOURCES POLICY STATEMENT

This policy and/or procedure provides operating principles for Human Resources issues at James A. Rhodes State College. It supersedes any prior policy covering the specific subject. This policy and/or procedure may be suspended, modified or cancelled as determined by the College. This policy and/or procedure does not create a contract of employment, nor is it a condition of employment between the College and its employees.

This policy and/or procedure is provided on-line for the convenience of access for College employees. The original policy will be the governing copy and is on file in Human Resources.

(Specific Policy Follows on Next Page)

## RECRUITMENT AND SELECTION OF FACULTY AND STAFF

Policy 7.1  
BOT 4/21/98

### Policy

The College recognizes the benefits of providing career advancement opportunities for all faculty and staff employed at the College, but maintains that the best qualified candidate for any vacant position will be selected whether or not he/she is currently employed by the College.

The recruitment and selection of all College personnel, academic and non-academic, administrative and non-administrative, will be in compliance with the College's commitment to equal employment opportunity.

All recruitment and selection of personnel is coordinated by the Human Resources office. All recruitment and selection activities are subject to these policy guidelines and requirements.

### Definitions:

- Regular, annually renewable position - this position has at least 50% annual FTE and is renewable each fiscal year. Can be nine, nine-and-one-half, ten or twelve month contract. These positions qualify for all College fringe benefits as described in the specific benefit plan policies.
- Term contract faculty position - this position has at least 50% annual FTE and is not renewable; it has a start date and a termination date. Can be nine, nine-and-one-half, ten or twelve month contract. These positions qualify for all College fringe benefits as described in the specific benefit plan policies.
- Regular part-time position; less than 50% annual FTE - this position is continuing on an annual basis, however it can be terminated at any time. These positions are paid a specific wage and do not qualify for any College fringe benefits except legally mandated benefits such as the State Retirement Systems.
- Temporary position (non-instructional) - this position has a start date and a termination date and usually less than 50% FTE annually. It can be terminated at any time. These positions are paid a specific wage and do not qualify for any College fringe benefits except legally mandated benefits such as the State Retirement Systems.
- Adjunct faculty positions (instructional) - this position is a temporary position with a start date and a termination date and usually is for no longer than an academic quarter. These positions are paid a specific salary and do not qualify for any College fringe benefits except legally mandated benefits such as the State Retirement Systems.



## Policy Guidelines

### A. POSITION DESCRIPTION

1. A position description outlining job responsibilities, duties, and qualifications must be developed by the supervisor (chairperson, dean, director, etc.) of the hiring department and approved by the Director of Human Resources before the recruitment and selection process may begin.

Note: the preparation of the position description should include the approval of the appropriate vice-president. (See “Position Description” in the Search Guidelines and Employment Procedures Manual.)

2. Upon approval of the position description, the position description together with an employment requisition will be forwarded to the appropriate individuals for approval.

### B. EMPLOYMENT REQUISITION

An employment requisition must be completed and approved before any employment procedures are transacted. No recruitment nor selection procedures may be started nor any hire made until the vacant position is approved for employment. An approved employment requisition is required for all full-time, part-time, and temporary positions. (Exception: temporary non-credit instructional positions and quarterly adjunct faculty positions do not require an employment requisition.)

### C. POSITION POSTING/ADVERTISING

1. All vacant regular, annually renewable positions and vacant term-contract faculty positions must be posted on approved internal bulletin boards for a period of five working days. The posting notice will contain the position’s duties and responsibilities and the qualifications required (from the position description), identify the hiring department and list the starting salary or salary range or state the starting salary will be “commensurate with education and experience.”
2. Regular part-time positions with less than 50% FTE annually, temporary positions (non-instructional), temporary non-credit instructional positions, and adjunct faculty positions are not required to be posted.
3. Human Resources will be responsible for posting all positions.
4. Any vacant position may be advertised in newspapers, professional journals, job registers or other similar media. Any position advertisement must be consistent with the internal posting notice, if any. If no posting notice was required, the advertisement must be consistent with the position description. All advertisements must include an equal opportunity employer statement. All position advertising will be coordinated by Human Resources.

5. If a posted position's required qualifications are changed during the search process, the search must be halted and the position reposted. If a position's responsibilities and duties are changed significantly during the search process, it may be necessary to halt the search and repost the revised position description. The Director of Human Resources should be consulted on this issue.
6. A supervisor has the following options concerning advertising a vacant position:
  - option a) Post internally and wait to see if a selection can be made from internal applicants. If an internal applicant is selected and accepts the offer of appointment to the vacant position, the search is over. If no internal applicant is selected, the position must then be advertised to attract additional applicants. This option may save the expense of advertising, however it may lengthen the time to complete the selection process.
  - option b) Post internally and advertise externally at the same time. This option expedites the selection process, however, it could cause additional expense.

Note: the internal posting of a vacant position is for the benefit of current employees to apply and be considered ahead of external applicants. While there is no requirement to promote or transfer a current employee to a vacant position, it is an action which should be considered. We should always seek the best qualified candidate for each vacant position, and that individual could be a current employee.

#### D. INTERNAL APPLICANTS

1. To qualify as an applicant for an internal posting, adjunct faculty must have been on the active payroll during one of the previous three quarters (excluding summer quarter) prior to the time of the posting. Temporary or part-time faculty or staff are eligible to apply, as are any regular faculty and staff. No student employees are eligible to apply for internal postings.
2. To apply for a posted position as an internal applicant, one sends a letter stating his/her intent to be considered as an applicant for the position to the Director, Human Resources no later than the date and time listed on the posted notice. A current resume should be included with this letter.

#### E. EXTERNAL APPLICANTS

Persons not employed at James A. Rhodes State College are considered external applicants. No external applicant will be officially interviewed for any position until he/she completes and signs a James A. Rhodes State College employment application.

F. INTERVIEW COMMITTEE

A supervisor must decide whether to appoint an interview committee to assist him/her in the search process. While an interview committee is not required, it is recommended.

Traditionally, the College has been well served by the utilization of the diverse perspectives which an interview committee provides to the search process. Additionally, an interview committee can perform much of the application screening and initial interview work.

When appointing an interview committee, the supervisor should consider that membership on these committees should be reserved for individuals who thoroughly understand the requirements of the position to be filled and who are committed to the mission and goals of the hiring department. The interview committee should be composed of individuals from diverse backgrounds in order to provide a variety of perspectives.

The chairperson of the committee is selected by the supervisor. Generally, committees at James A. Rhodes State College function as advisory committees to a program chairperson, dean, or an administrator, recommending one or more applicants for a position. Therefore, the person to whom the committee reports should not be a member of the committee.

The "Equal Opportunity Advocate" of all searches will be the Director of Human Resources. He/she will evaluate all steps of the search process in terms of the goals and principles of equal opportunity and provide that the committee and supervisors do not unconsciously engage in discriminatory actions or practices.

G. THE CHARGE TO AN INTERVIEW COMMITTEE

The charge to those involved in the search should be clear and precise; ambiguity in the charge, in the role of the interview committee, or in the extent of the interview committee's authority can create confusion that will hamper and delay the selection process at critical points. While the charge will vary with the position, there are several activities with which interview committees may be charged. Some of these activities are listed below and are not in any defined order of accomplishment.

- screening all applicants, including interviewing those under serious consideration (in some cases the supervisor to whom the interview committee reports may wish to determine which applicants should be interviewed or brought to the campus).
- presenting by a fixed date, committee preferences if consensus is reached or providing majority and minority preferences. The charge should specify whether the applicants are to be ranked by the committee, or not.
- conducting reference checks (see "References" in the Search Guidelines and Employment Procedures Manual).
- completing all necessary documentation on the search (see paragraph J. Documenting

and Closing the Search).

- other similar activities.

## H. SCREENING AND INTERVIEWING APPLICANTS

The College selects new personnel on the basis of qualifications, including skill, ability, training and performance. The College endeavors to fill all available positions with the best qualified persons available.

Applicants for positions should be screened in broad and comprehensive terms, carefully examining all of an individual's credentials and accomplishments, his/her potential for growth, the diversity of perspective that he/she will bring to the College, and the unique contribution which the applicant will make to the position and to the team with whom he/she will be working. The total process of screening and interviewing will be in compliance with College Policy 5.1, Nondiscrimination.

It is recommended that the supervisor and/or the interview committee develop specific rating criteria based on the position description. A rating form should be used by each member of the interview committee and by each supervisor when interviewing each applicant. The rating form includes a consistent set of position-related questions or issues which the supervisor and/or the interview committee believe are crucial to the position. Whatever criteria are selected, it is important that the criteria be applied equally to all applicants. Written comments reflecting the judgment of each interviewer should be made for each candidate. (See "Screening the Applicants" and "The Interview" in the Search Guidelines and Employment Procedures Manual.)

Note: no offer of employment will be made until the College president has interviewed the recommended applicant. Exception to this procedure may be granted by the president. (This requirement does not apply to employment offers for adjunct faculty and temporary or regular part-time positions.)

Note: no offer of employment will be made until the selected applicant's references and/or previous employment history has been checked and verified. (See "References" in the Search Guidelines and Employment Procedures Manual.)

## I. EMPLOYMENT OFFERS

Upon completion of the screening and interviewing process, and an applicant is selected, the supervisor shall make an offer of employment to the applicant. The details of this employment offer should be discussed with the Director of Human Resources before they are conveyed to the applicant. Specifically, the annualized starting salary, the date which the applicant will begin employment, the type of contract (if applicable), faculty rank (if applicable), are all items which need to be in accordance with the approved employment requisition.

After the supervisor has verbally made the employment offer to the applicant, and the applicant has verbally accepted, a letter of offer is prepared, signed by the supervisor, and mailed to the applicant.

Note: all offer letters will be written by Human Resources. The offer letter constitutes a binding commitment by the College to the applicant for employment. This procedure ensures consistency in all employment offers issued by the College.

When the applicant accepts the offer, he/she will be required to respond in writing to the supervisor that the offer has been accepted. Once the offer has been formally accepted, the search will be considered terminated.

If no offer is made as a result of the screening and interviewing process, or if an offer is made and not accepted, the supervisor must decide to continue or terminate the search, or revise and repost the position. This decision will be made in consultation with the Director of Human Resources.

#### J. DOCUMENTING AND CLOSING THE SEARCH

The College must maintain records of all individuals who applied for a position, who were hired for a position, or who were rejected for a position.

Specific job-related reasons must be given for hiring or rejecting all applicants who were interviewed. The reasons must be concrete and directly related to the requirements of the position description.

Demographic information on all members of the interview committee (name, position, title, race, and sex) should also be retained. While these committees are not required to retain minutes of their meetings, these may be worth having, particularly if a problem arises.

To maintain compliance with federal rules and regulations, each supervisor conducting a search is responsible for completing the "Interview Committee Report" form which documents details of the search and provides a check list of information that needs to be forwarded to the office of Human Resources once a search is terminated. Appropriate reports will then be completed and the search file closed by Human Resources. These records will be kept for at least three years by Human Resources. (See "Documenting the Search" in the Search Guidelines and Employment Procedures Manual.)