

Personnel Request New and Vacant positions

It is important to have a clear and coordinated process for deciding whether to fill open positions and approve any requests for new positions. Therefore, the following steps are required:

To facilitate fair comparison, across all areas, a standard operating procedure of gathering information will be coordinated by the Vice President of Human Resources. **All** requests to fill a new or vacant position must go to Human Resources (HR) and be presented to the Leadership Team for approval by HR prior to any personnel recruitment.

NOTE: HUMAN RESOURCES MAKES ALL DETERMINATIONS ON EMPLOYEE CLASSIFICATIONS (EXEMPT OR NON EXEMPT).

Request to fill recruit for a budgeted vacant position:

1. Complete the *Request to Hire Form* (available from HR and on HR web site).
2. Current job description must be attached to request to hire form.
3. Request will be presented to Leadership Team without salary information for discussion.
4. Once the request to fill budgeted a vacant position is approved HR will notify the requesting area and the recruiting process can begin. Recruiting **should not** begin until hiring approval has been granted.
5. The VP Human Resources (or HR designee) makes all employment offers to the selected candidate (staff, support staff, administrators and coaches) other than faculty. The Provost (or Provost designee) makes employment offers to faculty candidates (Arts/Sciences, Pharmacy, PA, OT). All offer letters are written by either the Provost or VP Human Resources.

Request for a new position:

Complete *Request to Hire Form* (available from HR and on HR web site).

1. Current job description must be attached to request to hire form.
2. Request will be presented to Leadership Team without salary information for discussion.
3. Once the request to fill new position is approved HR will notify the requesting area and the recruiting process can begin. Recruiting **should not** begin prior to hiring approval has been granted.
4. The VP Human Resources (or HR designee) makes all employment offers to the selected candidate (staff, support staff, administrators and coaches) other than faculty. The Provost (or Provost designee) makes employment offers to faculty candidates (Arts/Sciences, Pharmacy, PA, OT). All offer letters are written by either the Provost or VP Human Resources.

Recruitment process (coordinate with HR office):

1. Once the request has been approved the designated recruitment chair may publicize the position. The search committee or hiring manager, in coordination with the Vice President of Human Resources, should work to ensure that a wide variety of appropriate outlets are identified in which to place the announcement and otherwise publicize the announcement. These efforts may include the following:
 - a. Advertisement in specialty journals, organizations, and job posting websites, such as those targeted to women, minorities, and persons with disabilities. The Vice President for Human Resources should maintain a database of such outlets, and should work with the search committee to identify others that may be applicable for a given search.
 - b. Consult relevant candidate databases (such as women and minority graduate and postdoctoral fellowship holders) to identify potential candidates.
 - c. Contact colleagues elsewhere for suggestions of promising minority, women, and other candidates. For faculty hires, search committee chairs may want to send letters to chairs of departments in the relevant field, inviting them to forward the position announcement to their colleagues and to advanced graduate students. These contact letters should invite suggestions of candidates who may be underrepresented in the field.
 - d. Seek candidates who may be competitive for the search but are at less highly-ranked or different types of institutions.
 - e. Identify alumni from underrepresented groups in academia and industry, and contact them to evaluate interest in the position.

2. **Composition and Training of the Search Committee:** For positions requiring a search committee, the committee should, to the greatest extent feasible, be a diverse committee comprising faculty, staff, and/or administrators who bring multiple perspectives and an openness to new ideas. The Vice President of Human Resources and Title IX or his/her designee (the “Vice President of Human Resources”) should ensure that committee members are aware of the College’s diversity efforts and needs, as well as the College’s statements and policies on diversity.

For positions where a single hiring manager oversees the search, the Vice President of Human Resources should ensure that the hiring manager is aware of the College’s diversity efforts and needs, as well as the College’s statements and policies on diversity.

3. **Drafting the Position Announcement.** The search committee or hiring manager should
 - a. determine the essential responsibilities for the position;
 - b. define the position as broadly as possible while still meeting the needs of the department or division;
 - c. determine the knowledge and skills required, and in the case of a committee, reach consensus prior to beginning a search;
 - d. clarify essential and preferred criteria, and in the case of a committee, reach consensus regarding how qualifications will be weighted; and
 - e. develop a position description and job announcement that accurately represent the responsibilities and expectations associated with the position.

The job announcement should be critically analyzed to ensure that it is geared towards inclusiveness and will enhance the diversity of the faculty and staff. Language in the announcement should be assertive in encouraging diverse groups to apply. In general, the job announcement should be written as broadly as possible so that it does not unnecessarily exclude a wide range of candidates.

4. **Publicizing the Position.** The search committee or hiring manager, in coordination with the Vice President of Human Resources, should work to ensure that a wide variety of appropriate outlets are identified in which to place the announcement and otherwise publicize the announcement. These efforts may include the following:
 - a. Advertisement in specialty journals, organizations, and job posting websites, such as those targeted to women, minorities, and persons with disabilities. The Vice President for Human Resources should maintain a database of such outlets, and should work with the search committee to identify others that may be applicable for a given search.
 - b. Consult relevant candidate databases (such as women and minority graduate and postdoctoral fellowship holders) to identify potential candidates.
 - c. Contact colleagues elsewhere for suggestions of promising minority, women, and other candidates. For faculty hires, search committee chairs may want to send letters to chairs of departments in the relevant field, inviting them to forward the position announcement to their colleagues and to advanced graduate students. These contact letters should invite suggestions of candidates who may be underrepresented in the field.
 - d. Seek candidates who may be competitive for the search but are at less highly-ranked or different types of institutions.
 - e. Identify alumni from underrepresented groups in academia and industry, and contact them to evaluate interest in the position.
5. **Evaluation of a Candidate’s Commitment to Diversity.** For faculty and officer level positions, as part of the initial application (or for those candidates under consideration for initial interviews), the candidate should be asked to submit a “Statement on Contributions to Diversity.” This statement is intended to highlight the candidate’s experience with, and interest in, the dimensions of diversity, a comfort level discussing issues of diversity, and an understanding of the challenges faced by certain groups, including elimination of barriers to full participation and advancement. The statement can also highlight how the candidate creates a welcoming environment for all students, address inclusive classroom strategies, outline efforts to engage persons with disabilities, discuss mentoring and professional development of underrepresented students, describe research focused on underserved communities, delineate professional or scientific associations or meetings that aim to increase diversity or address the needs of underrepresented students, staff, or faculty, and outline other research and service activities that remove barriers and increase participation of a diverse student body.

For all other staff positions, the candidate should be asked in the interview process about his or her understanding of and demonstrated commitment to diversity and inclusion efforts.

6. Review applications and make selection for on campus interviews.
7. Candidates invited for an on campus interview must have a scheduled time with HR.
 - a. Search chairs should not discuss salary or benefits with candidates
 - b. HR to conduct background checks
8. Make recommendations to the VP of recruiting area.

Employment offers:

The VP Human Resources (or HR designee) is responsible for offering employment to selected candidates (staff, support staff, administrators and coaches) other than faculty. The Provost (or Provost designee) is responsible for offering employment to selected faculty candidates (Arts/Sciences, Pharmacy, PA, OT). All offer letters are written by either the Provost or VP Human Resources.

Note:

All new hires will begin no later than the 20th of each month (no hires between the 21st and last day of any month). No hires should be made between November 15th and December 31st due to the college's holiday schedule.

I have read the above hiring and recruiting requirements and will comply with the terms, conditions and training required to recruit and hire the approved position.

Signature of requesting officer/hiring manager

Date signed

Hiring Form

SECTION 1 (TO BE COMPLETED BY VP REQUESTION TO HIRE)

Position Title: _____

Job Description Attached: Yes No Job description must be submitted prior to any position recruitment.

New Vacant (becoming vacant) Anticipated hire date: _____ (cannot be after the 20th of a month)

Current fiscal year salary budget \$ _____ Desired salary budget \$ _____

Current fiscal year benefit budget \$ _____ Desired benefit \$ _____

Brief narrative addressing the need to add a new position. This description will be submitted to the LT Budget Committee for review.

Officer Requesting Position: _____ Date Signed _____

SECTION 2 (TO BE COMPLETED BY HR)

VACANT POSITION

Request and supporting documents to fill vacant position have been reviewed by Human Resources. Request was submitted to Leadership Team for discussion on _____.

Position recruitment approved Position recruitment rejected

VP of Human Resources/Title IX

Date

President

Date

NEW POSITION

Request and supporting documents to recruit for a new position have been reviewed by Human Resources. Request was submitted to Leadership Team for discussion on _____.

New position approved (Controller given hiring notice on _____) New position rejected

VP of Human Resources/Title IX

Date Signed

POSITION STRUCTURE

Full Account String: Fund _____ Org _____ Account _____ Program _____

Position number _____ (If new position-HR will assign #) Full time Part time

Exempt Non-exempt Tenure track Temporary (Beginning _____ Ending _____)

Full Benefits Statutory Only