



### 4.15.0.1 Staffing Policy and Procedures

#### **Policy:**

It is the policy of Century College to conduct its hiring processes in a manner that assures that:

- The best qualified candidates are hired
- Searches are thorough, well-documented, open and competitive, and fully consistent with the dictates of the state and federal laws and regulations and the Minnesota State Colleges and University System.
- The applicant pool reflects diversity.
- Candidates are treated courteously, respectfully, and professionally at each stage of the process.
- The college work force reflects the diversity of society in general as an Equal Opportunity/Affirmative Action employer.

#### **Purpose:**

This guide is intended to provide detailed guidance on how to conduct a thorough, effective search that is consistent with college policy, state and federal laws and regulations and Minnesota State Colleges and University System.

#### **Procedure:**

##### **Personnel Action Checklist**

##### **1. APPROVAL TO HIRE, RECLASSIFY, REALLOCATE**

A personnel action request must be completed for filling all vacancies; intermittent, temporary, emergency appointments; reclassifications, reallocations, etc. This form must be signed by the Director of Fiscal Services and the Vice President of affected area and submitted to Human Resources along with a memorandum of rationale, current position description, and unit organizational chart. The rationale should be written in such a way that the Human Resources to present your case to the president for approval.

If the position was not included in your fiscal budget, note on the personnel action request any budget adjustments that must take place to cover this position. This will allow the Director of Fiscal Services to justify expenditure.

##### **2. CLASSIFICATION (non faculty positions)**

If this is a new position, or a current position which has changed substantially, or the supervisor and/or administrator believes may need to be reviewed for classification level, a revised job description, along with a copy of the old job description must be prepared and submitted to Human Resources. A job evaluation analysis and review of classification specifications will be conducted and a recommendation will be discussed with the supervisor/administrator as to the appropriate level in the State classification structure.

If the job evaluation results in a reclassification or reallocation, the supervisor/administrator must consult with the Director of Fiscal Services to assure that there is sufficient funding within their budget allocation.

If Human Resources and the affected supervisor and/or administrator cannot agree on the classification level, the position information will be sent to the appropriate delegating authority, either Minnesota State Colleges and Universities or the Department of Employee Relations.

If the current position has not changed or the changes are relatively minor, the current classification will be used.

### 3. **FACULTY POSITIONS**

**Unlimited full-time:** The college will determine the need for creating or filling the position, prepare a written rationale for the President including budget information. If the position is approved, Human Resources will proceed with the unclassified hiring procedure.

**Unlimited part-time:** Appointments are contractual in nature based on mutual advantage to the faculty member and the college president.

**Substitutes:** These are short term replacement assignments for technical college faculty. A personnel action request must be completed indicating the reason for the position, signed by the Dean, Vice President and the Director of Fiscal Services, and submitted to Human Resources. **Do not quote a salary figure.**

**Part-time, temporary** (long-term substitutes in technical college): These positions are semester in nature; lasting one or more semesters. Complete the personnel action request, memorandum indicating need and signatures of Dean, Vice President, and the Director of Fiscal Services. Technical college part-time temporary faculty are paid based on the MSCF contract. **Do not quote a salary figure.**

**Temporary part-time** (community college faculty): Deans have the authority to hire semester by semester faculty based on the part-time budget. If the faculty member teaches five(5) or less credits, the salary will be based on \$350 per credit. Those faculty teaching six(6) or more credits will be paid based on their column and step placement. New appointments must be established each semester--this is not an automatic process.

### 4. **UNDER-REPRESENTED/PROTECTED CLASS GROUPS**

A group is regarded as demographically under-represented/protected class if, in any given department or work group, there are significantly fewer members of that group employed than are qualified and available. As defined in federal and state law: women, ethnic minorities, disabled/handicapped. The State of Minnesota determines the goal ratio for the metro area colleges: Women 40%, Minorities 6% and Disabled 12.82%.

*For example, if Asian/Pacific Islanders were 25% of the mathematics faculty nationwide, and 0% at Century, Asian/Pacific Islanders would be regarded as under-represented within Century's mathematics faculty.*

The concept of under-representation is key, since Century has an obligation under the terms of federal law to take Affirmative Action to remedy under-representation of women, minorities and disabled. As an Equal Opportunity/Affirmative Action employer, Century will actively seek out well-qualified members of groups that are under-represented to achieve a balanced work force.

## 5. **SEARCH COMMITTEE**

Search teams of two or more individuals will be established for hiring classified positions. Unclassified (non-faculty) positions will use a search committee operating under the guidance of the Dean or Vice President of school or other administrator or supervisor as appointed by the Vice President. The committee will consist of a minimum of one faculty member, administrator, and one or more classified employee. In searches for unlimited full-time faculty, the search committee will consist of three faculty (two within and one outside of discipline), Vice President of Academic Affairs or Dean of school, administrator, and one or more classified staff member(s). The vacancies for excluded administrative positions will be filled by open searches or other means deemed appropriate by the College President.

One individual on the committee will be designated as the Affirmative Action representative. The role of the Affirmative Action representative is to ensure the policy and the Affirmative Action Plan is followed. This person is responsible for:

- Ensuring that selection criteria does not create artificial barriers to employment for under-represented groups.
- Ensuring at each step of the process that candidates from under-represented groups are not excluded from consideration for inappropriate reasons.
- Raising questions and issues for the search committee.
- Send list of semi finalists to Affirmative Action Officer for certification. (Affirmative Action Officer will certify applicant pool prior to search committee reviewing files.)
- Prepare a brief report for the Affirmative Action Officer, before finalists are presented to president, regarding what steps the committee took to ensure equal opportunity through affirmative action.

### **Participation**

All members of the search committee must agree to make themselves available for all aspects of the hiring process or they should not serve. This includes:

- Input to develop the overall selection procedures; interview questions, rating process, etc.
- Screening of files in the first and subsequent round of screening.
- Attending all interviews.
- Providing input into the rating and recommendation of the unranked list of finalists.

### **Confidentiality**

When a person agrees to serve as a search committee member, he/she also agrees to abide by and protect the confidential status of the search process. Applicants are protected under M.S. 13.43, the Minnesota Data Practices Act.

The following restrictions govern breach of confidentiality:

1. Do not discuss applicants and/or the contents of applicant files outside of the search committee. This includes other members of your department!
2. Do not keep applicant files in unsecured places. Applicant files do not leave the campus.
3. As an individual search committee member, do not make copies of any of the contents of an applicant's file (*Exception: applicants being interviewed.*)
4. Do not leak the successful candidate's name until all appropriate approvals for hire have been granted. The committee will be kept informed through the approval process and notified when the decision is public information.
5. Do not write on applicant materials or files.

A search committee member proven to have breached the above will be immediately removed from the search committee, all input will be discarded. The member may also be subject to disciplinary action under the Minnesota Data Privacy Act.

The committee or the president will designate a CHAIR for the committee. This person has the responsibility to:

- Submit list of committee membership to Human Resources.
- Meet with the Director of Human Resources to get an overview and an update on search process requirements, data privacy, and collection of applicant information.
- Relay this information to the committee members
- Review selection criteria with Director of Human Resources to ensure compliance with state and federal regulations.
- Submit copy of interview questions to Director of Human Resources prior to interviews.

All members of the search committee are responsible for promoting and/or abiding by the following points; however, the committee chair has a special role to ensure appropriate accountability is maintained:

- **Affirmative Action:** In accordance with affirmative action/equal opportunity, it shall be the goal of the college to promote diversity in all of its manifestations. To protect against any elements of bias in the selection process, interview questions, the rating of the files criteria, and rating sheets must be reviewed and approved by the College Affirmative Action Officer prior to applicant files being released to the search committee by Human Resources Office.
- A list of semi-finalists must be sent to the Affirmative Action Officer to certify whether the applicants to be interviewed are of a diverse nature. If the semi-finalists do not represent a diverse pool, the Affirmative Action Officer will notify the chair to review the applicants and/or provide a written rationale why protected class members are not considered in the first and subsequent screening rounds or in the finalist group to be interviewed. Additionally, if a protected class member is interviewed but not recommended for hire, a written rationale must be submitted to the President.
- In accordance with the Americans with Disabilities Act (ADA), applicants have the right to request a reasonable accommodation to assist them through the search/interview process. If an applicant with a disability inquires about a reasonable accommodation, the Human Resources Office will contact the Disability Access Center on how to handle such a request. Do not initiate an offer to accommodate an applicant under any circumstances; to do so is in violation of the law. The applicant must initiate all requests.
- **Certification of the Applicant Pool:** It is the responsibility of the Affirmative Action Officer to certify the applicant pool prior to the review of prospective employee documentation. This certification will determine whether there is a diverse pool of applicants for the search committee to review. If the applicant pool is not diverse, additional advertising must be done to produce such a pool. Once the Affirmative Action Officer certifies the applicant pool, the search committee can start reviewing the information.

## 6. **SELECTION CRITERIA**

Selection criteria are the standards against which candidates are evaluated. Selection criteria should be constructed which are as clear and as precise as possible. Recognizing the inherent subjectivity of evaluation processes, care must be taken to ensure that the selection criteria accurately predict success in the job and are not unduly restrictive. Because of curricular commitments in some areas to diversity and

globalism, a selection criteria which recognizes cross-cultural or multi-cultural educational or life experience may be appropriate.

7. **SALARY RANGE**

Classified employees new to the state system will be hired at step one of the appropriate salary range, at their present rate if the position is a transfer within the same classification or a one step increase if the new position is considered a promotion.

Unclassified (non-faculty) positions will be hired at step one unless it can be documented they possess skills and abilities which surpass the established qualification, at which time the supervisor/administration may recommend a maximum of step three.

Administrative appointments will be hired at the minimum of the appropriate excluded administrative salary range. Ranges are determined by the benchmarks established by Minnesota State Colleges and Universities.

Unlimited full-time faculty salaries (within the MSCF) are based on column and step placement as determined by Minnesota State Colleges and University System office. Salaries cannot be quoted until such time a determination is made by Minnesota State Colleges and Universities.

**Do not quote any salary.**

8. **POSTING**

All positions will be posted internally, through the Minnesota State Colleges and Universities Employment Bulletin, and posted in accordance with contract language based on classification:

AFSCME (American Federation of State, County, and Municipal Employees)	7 calendar days
MAPE (Minnesota Association of Professional Employees)	10 calendar days
MMA (Middle Management Association)	10 calendar days
MNA (Minnesota Nurses Association)	10 calendar days
Minnesota State College Faculty	10 days
Board Policy	(not specified)

The internal posting permits current employees an opportunity to express interest. The internal posting will coincide with external postings to speed the hiring process but will in no way jeopardize internal applicant review.

9. **ADVERTISING**

Permanent classified positions do not allow for outside advertising. These positions must be filled from the State's Civil Service list. Temporary and emergency classified positions may be advertised through local newspapers and/or by word of mouth. (Emergency appointments are for a maximum of 45 working days within a 12 month period within an agency; temporary employees may work 12 months out of a two year period within an agency.)

Unclassified and Administrative positions will be advertised through local and national media and the MnSCU Employment Opportunities bulletin. If under-representation of women or minorities exists, and

where it is possible to do so, advertising should be directed to publication and media that have as their focus women or minorities with requisite qualifications.

Supervisors may write advertisement and submit to Human Resources for placement with various media. Human Resources will budget for position advertisements (exception: TRIO programs).

Advertisements should allow sufficient time to generate applicants (2-4 weeks). Greater flexibility in recruiting can be achieved if the deadline date includes the statement *"applications received after \_\_\_\_\_ cannot be assured full consideration"* or *"screening will begin on \_\_\_\_\_ and continue until the position has been filled."*

Advertisements should be explicit about the position(s), responsibilities involved, and necessary qualifications. Advertisements and position announcements should include the following:

1. Title of administrator or director to whom the position reports.
2. Number of positions available if more than one position is being advertised.
3. Description of responsibilities and duties.
4. Basic academic and experiential requirements an applicant must have to be considered; desirable qualification beyond those required.
5. Application materials (unclassified, faculty and administrative positions): cover letter, resume, copy of graduate transcripts (if appropriate) and three current letters of reference.
6. Conditions of employment (full or part-time, seasonal, temporary).
7. Salary commensurate with education and experience. (faculty salaries are based on column and step placement by MnSCU)
8. Beginning date of employment.
9. Century College is an Affirmative Action/Equal Opportunity Employer (AA/EOE)

All advertising must be conducted by Human Resources.

10. **DISSEMINATION OF INFORMATION TO LOCAL GROUPS**

The Human Resources Office will send a copy of the posting notice to a variety of organizations announcing position vacancies. The organizations will include those serving women, minorities, people with disabilities and veterans.

11. **DISSEMINATION OF INFORMATION ELSEWHERE**

In the interest of ensuring broad dissemination of information about positions for which Century is conducting nationwide searches, information should be sent to:

- Appropriate professional associations, as determined by administration.
- Talent banks that may exist within the profession, or that are maintained by organizations serving the interests of women or varied minority groups.
- Colleges and universities which graduate people who likely have the appropriate qualifications. Where under-representation exists, mailings will be made to colleges and universities known to graduate numbers of women and minorities (for example, historically black colleges) with requisite qualifications.

12. **HANDLING APPLICATIONS, CURRICULUM VITAE AND RESUMES**

All application information will be directed to the Human Resources Office, which will prepare cover sheet for each applicant indicating applicant name, members of the search committee and record of all documents on file. The Human Resources Office will prepare and send out acknowledgment and supplemental informational forms to candidates on receipt of application. In the event resumes or curriculum vitae are sent directly to the department/unit, it is the search committee's responsibility to forward the information to the Human Resources Office.

13. **EVALUATION OF RESUMES, CURRICULUM VITAE AND APPLICATIONS**

Within three (3) days after the application deadline date, the Affirmative Action Officer will certify the applicant pool. Where under-representation exists, state affirmative action guidelines will be used to determine diversity of applicant pool. If the applicant pool is not certified, additional advertising within under-represented groups will be conducted and the deadline date extended.

All applicant information is confidential and should not be shared with anyone except the search committee. The chair of the committee must provide a confidential place for application materials to be reviewed by the search committee.

All evaluative information must be kept by the search committee and given to Human Resources Office at the conclusion of the search. Human Resources must retain this information for a minimum of two years.

14. **SEMI-FINALISTS**

The list of semi-finalists must be submitted to the Affirmative Action Officer for certification by the college president.

15. **INVITING CANDIDATES TO CAMPUS**

If the candidates are local, inviting them to campus to interview is relatively straight-forward. The list of semi-finalists, availability of the committee will be submitted to Human Resources for scheduling interviews. The Human Resource Office will contact applicants via telephone with a follow-up letter of confirmation, information regarding the college and any other information the search committee determines the interviewees should have prior to the interview.

In most cases travel arrangements and expenses will be the responsibility of the applicant.

16. **INTERVIEW SCHEDULE**

Interview scheduling should allow room for overruns in time and a brief discussion by committee members prior to the next interview. This allows for focus on the particular candidate. Candidates should be directed to a waiting area and then escorted to the interview site when the committee is ready for the interview.

Prior to the interview date, a package of information will be given to each interviewer which contains at a minimum: resume, job description (if applicable), interview schedule, and interview questions

17. **THE INTERVIEW**

The interview is a give-and-take process, with both parties offering and receiving information. If you talk more than 25% of the time, you are not getting the information necessary to make an objective decision. A lot of candidates report being subjected to monologues of interviewers which, while interesting, doesn't accomplish the goals of the interview process.

Salary and benefits should be discussed with the interviewee only by the Human Resources. The percentage of employer contribution is contractual and varies with each bargaining unit.

Particular attention needs to be paid to the legal and illegal pre-employment questions. Questions that may seem to be innocuous can put both an interviewer and the institution into legal jeopardy. The following represents questions that may present a potential problem:

- What does your partner think about moving here?
- Do you have any children? Do you plan to have children?
- That's an interesting name, is it \_\_\_\_\_(name a nationality)?
- How many more years are your planning on working?
- How do you feel about working for an institution that is mainly white (asked to a person of color)?
- How did you get that limp?
- Etc.

Be extremely careful about asking any questions about a disabling condition. The Equal Employment Opportunities Guidelines on pre-employment indicates most pre-employment inquiries regarding disabilities are illegal.

## 18. **CANDIDATE EVALUATION**

Following the interviews, the search committee should carefully deliberate the strengths and weaknesses of the candidate(s). They should consider both oral and written feedback from all involved in the process, as well as reference information (see below). For faculty, unclassified, and/or administrative positions, the search committee must make a written recommendation of two (2) or more candidates to the President listing strengths and weakness.

All notes and materials related to search must be sent to Human Resources. These documents must be retained for two years.

## 19. **REFERENCES**

Written references are useful, but their utility is limited by the fact that they are frequently seen by the candidate, and by the very fact that they are in writing. Reference sources are justifiably nervous about making any comments of a critical nature, or may be protective of a candidate because of personal friendships or other factors.

A reasonable number of persons who know the candidate within his/her professional capacity should be contacted by telephone. The questions that you ask should be position related, should avoid discussion of illegal inquires and should be in written form for documentation purposes. The reference should be given a one minute snapshot of what the job is and requires, and asked a variety of questions that probe for their thinking about the candidates qualifications. If you hear nothing about the candidate's limitations (we all have limitations) then ask indirectly about them. A customary question is: *"I've heard a lot from you about how terrific \_\_\_\_\_ is. Can you offer any thoughts about the area in which \_\_\_\_\_ has continued opportunity to grow and become even more effective?"*

Take notes as you talk, and include those notes with other information that will go into the search file as official records of the search.

It is unwise to disclose to the candidate the nature of the comments that you heard from the references, particularly if they were not complimentary.

20. **OFFER**

The offer of employment to classified employees may be made orally by the supervisors and/or the Human Resources Office. All other offers may be made orally by the chair of the search committee upon approval from the president. Do not quote salaries. The offer will be subsequently put into written form by the Human Resources Office. The offer letter will address the employment condition, salary information, benefits, etc.

21. **RELOCATION**

Relocation expense reimbursement, if any, is based on contractual language.

22. **NOTIFICATION OF UNSUCCESSFUL CANDIDATES**

The Human Resources Office will notify unsuccessful candidates who did not receive an interview upon the selection of the semi-finalists and the candidates that interviewed for the position once a finalist is determined.

The letters will be as positive as possible, but will offer little information about why another candidate was selected. It is unlikely that this will convince them that another candidate was stronger, and in the usual course of events, the more information offered, the more likely it is that they will take umbrage. There is little to gain by offering specific reasons. Candidates will be referred to the chair of the search committee if they have specific questions as to particular skills/experience required for the position.

23. **CLOSING THE SEARCH**

To close the search, all evaluation materials, including initial evaluations, rank orderings, interview evaluations, and reference notes, as well as any other information collected regarding the search (such as Affirmative Action outreach efforts) must be returned to the Human Resources Office, where it will be kept on file for a minimum of two years, pursuant to federal law.

*All materials associated with a search process are subject to disclosure upon appropriate notification and/or subpoena should the college's process be challenged in the form of a discrimination complaint by an authorized agency or the courts.*

**References:**

Minnesota State Colleges and Universities Policy: None

**Date Proposed:** 6/11/98

**Date Approved:** 6/11/98

**Date Implemented:** 7/1/98

**Date Revised:**