

EMPLOYEE SEARCH AND HIRING

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**POLICY**

Ridgewater College's hiring and appointment practices shall be consistent with applicable Minnesota State Colleges and Universities Board policies, Minnesota Management and Budget policies, Minnesota State Statutes and Affirmative Action and Equal Opportunity policies in effect at the time the search or appointment process begins. Ridgewater College will continue to actively promote a program of affirmative action, wherever females, racial/ethnic minorities, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees. Hiring procedures are considered through the shared governance and meet and confer processes. Final decisions about hiring are made by the President. To facilitate hiring high quality, well-qualified applicants, college employees shall be involved in the search and screening processes, as appropriate.

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**PROCEDURES**

The effective recruitment and selection of faculty and staff is one of the most important functions in the success of any college. It requires a broad range of expertise, and the appointment procedure should provide for effective participation on the part of those having such expertise. To accomplish this task, the college will follow the procedures outlined below.

Approval of Positions

All requests for new positions or changes to existing positions, including temporary or emergency staff hires, require discussion with the appropriate supervisor and submission of the college's Position Request Form to the Human Resources Office. The form requires approval of the supervisor, the Vice President of Finance and Facilities, the Chief Human Resources Officer, and the President prior to beginning the process.

Upon completion of the Position Request form, the Human Resources Office will review the request, including consideration of the college's diverse workforce goal, affirmative action goals and relevant language from collective bargaining agreements and plans.

1. An appropriate employment condition/status is determined; i.e., full-time, part-time, seasonal or temporary; classified or unclassified; exempt or non-exempt.
2. Job competencies are identified from the draft position description and used to establish the appropriate classification. If the classification request is higher than the authority delegated to the Chief Human Resources Officer, the classification request is forwarded to the Office of the Chancellor for approval.
3. If the vacancy is an unlimited full-time (UFT) or unlimited part-time (UPT) faculty position, faculty in the appropriate discipline will have input into the vacancy notice. If the vacancy is a temporary part-time (TPT) faculty position, faculty in the appropriate discipline will have input into the job posting.

Once these steps are completed, the Human Resources office will coordinate the process for posting the position as directed by the President (e.g., posting internally, advertising, etc.)

Screening and Interviewing Committees

The college commits to a collaborative and inclusive process to develop committee membership for search and hiring activities, according to the following process requirements:

1. Chairperson - The President or designee will identify a chairperson for each search committee, with consideration of input from the MSCF President and staff bargaining unit leaders. In most cases, but not always, the chairperson will typically be the administrator or direct supervisor of the vacant/open position. The chairperson may be an additional member of the search committee or the chair role may be considered to fill one of the required committee slots as described below. Human Resources staff will also meet with the chairperson prior to any meetings with the screening and interviewing committee to review the search and hiring policy in order to ensure that the committee's work adheres to the policy.
2. Committee Membership - Committee membership will be driven primarily by consideration of: diversity, equity and inclusion factors; expertise and experience of committee members relevant to the vacant position; and a desire to provide opportunities for committee service to as many members of the college community as possible.

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For each category of position involved in a search process, committee membership shall be comprised of:

Faculty Appointments: Two (2) faculty, one (1) staff, and one (1) administrator. Temporary part-time faculty positions and/or emergency faculty appointments are not subject to this screening procedure.

Staff Appointments: One (1) faculty and three (3) staff and/or administrators.

Administrative Appointments: Two (2) faculty, two (2) staff and two (2) administrators.

In order to provide the best possible representation on each screening and interviewing committee, the President or designee may also appoint up to two (2) additional committee members in any combination of faculty, staff and administrators or other key stakeholders, in consultation with the MSCF President and staff bargaining unit leaders and with consideration of the initial pool of committee candidates.

Committee Member Selection Process

Employees selected to sit on screening and interviewing committees shall be non-temporary employees. Exceptions will be considered on a case-by-case basis.

Faculty Seats on the Committee

1. In cases where an unlimited faculty member is not available in a required discipline or there are no volunteers, a temporary part-time (TPT) faculty member may be considered as a suitable substitute.
2. For each screening and interviewing committee, the MSCF President will appoint a pool of faculty for discussion with the President, with both parties charged to work together to reach mutual agreement on the faculty selected for service on the committee. The President may ask the MSCF President to consider recruiting additional faculty for the committee, if necessary, in order to reach agreement, however, both parties must agree on the final appointment decision.

The makeup of faculty candidate pools will vary for each category of position according to the following guidelines:

- a. For *faculty* searches, the MSCF President will appoint a pool of up to three (3) faculty from each of two faculty groups: the faculty in the discipline in which the vacancy exists, and the overall population of the Ridgewater Chapter of MSCF.
- b. For *staff* searches, the MSCF President will appoint a pool of up to three (3) faculty from the Ridgewater Chapter of MSCF.
- c. For *administrative* searches, the MSCF President will appoint two pools of up to three (3) faculty for each pool – one group from liberal arts/transfer faculty, and another group from technical education faculty.

Staff and Administrative Seats on the Committee

1. Each staff bargaining unit (AFSCME, MAPE, and MMA) will be asked to present a pool of up to three (3) individuals from their respective bargaining unit for service on the search committee. The President or designee will work with Commissioner's Plan staff to identify a candidate for service on the committee.

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2. The President will select committee members from the pool of candidates, in consultation with bargaining unit leaders and the Executive Team. Final decisions on selected committee members will be shared with all staff bargaining unit leaders.
3. The makeup of staff and administrative members of the committee will vary for each category of position according to the following guidelines:
  - a. For *faculty* searches, the President or designee will identify one (1) staff member and one (1) administrator for committee membership, with consideration of input from the MSCF President and staff bargaining unit leaders.
  - b. For *staff* searches, the President or designee will identify three (3) staff and/or administrators to serve on the search committee, in consultation with the staff bargaining unit leaders. At least one (1) staff member will be from the bargaining unit/employee group of the position to be hired; the other two (2) staff/administrative seats may be filled by representatives from any bargaining unit or administrative position, in any combination.
  - c. For *administrative* searches, the President or designee will identify two (2) staff and two (2) administrators for service on the committee, with input from the MSCF President and staff bargaining unit leaders.

### Screening

Volunteers who agree to serve on the screening and interviewing committee will be required to read, review and screen all applications, as well as attend all committee meetings and interviews, including an orientation session conducted by a college Affirmative Action Officer. In order to ensure the fairness and integrity of the process for all candidates, volunteers must take part in the entire process. Failure to take part in the entire process will be cause for removal from the committee. In order to ensure a timely process, committee members must recognize that this is voluntary work and circumstances may dictate that meetings or interviews take place outside of regularly scheduled hours.

Prior to review of any applicants or application materials, the Human Resources Office will provide committee members with a set of standard interview questions. The committee members will have the option to modify the questions or add new questions to best fit the vacant position. A final review and revision of the interview questions will be conducted by the supervisor of the vacant position – which in most cases will be the committee chairperson. Any revisions to the interview questions will be discussed with the search committee members and the final version will be submitted to the Human Resources Office for review to ensure that the process is consistent and fair for all candidates. Applicants may be asked to perform a teaching demonstration or presentation as part of the interview process; if there is reason to record these activities, the search committee chair must have each finalist candidate sign a videotape consent form in advance.

Once interview questions are established, the committee will review all applications and determine which candidates meet minimum qualifications as identified on the vacancy notice. The committee will then determine which of those candidates will be invited for an interview. Interviews will be arranged by the committee chairperson and conducted by the committee.

### Background Review and Verification

A reference release form shall be signed by each finalist prior to conducting reference checks. It shall be the responsibility of the committee chairperson to contact references for targeted candidates and work with Human Resources staff to conduct a thorough review and investigation of the employment history of all acceptable candidates whose names are forwarded to the President.

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Recommending Candidates

When interview(s) have been completed, the committee will recommend candidates to the President or designee to be considered for appointment. The committee has the option to rank their recommendations. The recommendations shall include the committee's comprehensive evaluation of the relative strengths and weaknesses of the recommended candidate(s). While the committees are encouraged to produce three (3) acceptable candidates, they are not required to do so. If there are fewer than three (3) acceptable candidates forwarded to the President, or if the President determines that none of the candidates are acceptable, the President may choose to fail the search.

Appointing

The President or designee will review recommendations and have the right to interview and/or conduct background reviews or site visits as appropriate. Following that review, the President or designee will select a candidate to hire from the list of acceptable candidates or determine if the search is failed or reopened. The President or designee may choose to fill the position on a temporary basis until a permanent appointment is made and will forward information and rationale to the committee. If the top-ranking candidate is not appointed, the chairperson and/or President or designee will notify and/or meet with the committee members with a brief explanation for the decision.

Final Selection/Reports Required

Following the receipt of a signed acceptance letter, the committee chairperson will inform the committee members that the offer was accepted by the selected candidate. The chair will also work with Human Resources staff to ensure that all interviewed candidates, and everyone else in the applicant pool, are informed that the position has been filled. If requested by the committee chair, the President will meet with the screening and interviewing committee to review the appointment process. The hiring supervisor for the position will also email all faculty and staff announcing the hire. The Affirmative Action Officer/Human Resources Office will complete the required hiring reports for affirmative action purposes.

Confidentiality

It is essential that all screening and interviewing committee members maintain confidentiality of any and all information about applicants and committee discussions throughout the screening and interviewing process and beyond. Failure to maintain confidentiality of committee activities or applicant information during and after the search process may result in disciplinary action.

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*History:**02.27.07 Adopted**01.24.12 Revised**08.29.17 Proposed; 12.19.17 Revised**10.04.19 Proposed; 02.14.20 Revised**08.24.21 Proposed – Reviewed for Equity Compliance**11.22.21 Reviewed*