

EMPLOYEE SEARCH AND HIRING PROCESS

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**POLICY**

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3 Ridgewater College’s hiring and appointment practices shall be consistent with applicable Minnesota State  
4 Colleges, and Universities Board policies, Minnesota Management and Budget policies, Minnesota State Statutes  
5 and Affirmative Action and Equal Opportunity policies in effect at the time the search or appointment process  
6 begins. Ridgewater College will continue to actively promote a program of affirmative action, and work to retain  
7 all qualified, talented employees, including protected group employees. Hiring procedures are considered  
8 through the shared governance and meet and confer processes. Final decisions about hiring are made by the  
9 President. To facilitate hiring high quality, well-qualified applicants, college employees shall be involved in the  
10 screening and interviewing processes, as appropriate.

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- 13 *History:*  
14 *02.27.07 Adopted*  
15 *01.24.12 Revised*  
16 *12.13.17 Proposed*  
17 *12.19.17 Revised*  
18 *10.24.19 Proposed*  
19 *02.14.20 Revised*  
20 *08.24.21 Proposed - Reviewed for Equity Compliance*  
21 *11.22.21 Revised*  
22 *05.17.23 Proposed*  
23 *02.01.24 Revised*

EMPLOYEE SEARCH AND HIRING PROCESS**24 PROCEDURES**

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

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31 Approval of Positions

32 All requests for new positions or changes to existing positions, including temporary or emergency staff hires,  
33 require submission of the college's Position Request Form by the appropriate supervisor to the Human  
34 Resources Office. The form requires approval of the supervisor, the Vice President of Finance and Operations,  
35 the Director of Human Resources, and the President prior to beginning the process.

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

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

49

50 Once these steps are completed, the Human Resources office will coordinate the process for reviewing the  
51 position request with the College's Executive Committee and posting the position as approved by the President  
52 (e.g., posting internally, advertising, etc.)

53

54 The Screening and Interviewing Committee

55 The college commits to a collaborative and inclusive process to develop committee membership for screening  
56 and interviewing activities, according to the following process requirements:

57

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

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70 For each category of position involved in a search process, the screening and interviewing committee  
71 membership shall be comprised of up to five (5) faculty and staff: two (2) faculty designated by the MSCF  
72 President and one (1) staff representative from each of the three staff bargaining units (AFSCME, MAPE and  
73 MMA).

74  
75 Temporary part-time faculty positions and/or emergency faculty appointments are not subject to this search  
76 process.

77  
78 In order to provide the best possible representation on each screening and interviewing committee, the President,  
79 or designee may also appoint up to two (2) additional faculty, staff or administrators or other key stakeholders in  
80 consultation with the committee chairperson. The final committee roster will be shared by the President or  
81 designee with faculty and staff bargaining unit representatives to provide an opportunity for additional questions  
82 and feedback, but the final decision on committee members beyond the core group of up to five (5) committee  
83 members identified by each faculty and staff bargaining unit will be determined by the President or designee.

84  
85 Committee Member Selection Process

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

88  
89 Faculty Seats on the Committee

90 In cases where an unlimited faculty member is not available in a required discipline or there are no volunteers, a  
91 temporary part-time (TPT) faculty member may be considered as a suitable substitute. The MSCF President will  
92 strive to appoint two (2) faculty, with one faculty member from each of two faculty groups: the faculty in the  
93 discipline in which the vacancy exists, and the overall population of the Ridgewater College Chapter of MSCF.

94  
95 Staff and Administrative Seats on the Committee

96 For each screening and interviewing committee, each staff bargaining unit (AFSCME, MAPE, and MMA) can  
97 appoint one individual from their respective bargaining unit for service on the screening and interviewing  
98 committee. The President or designee will work with Commissioner's Plan staff to consider a candidate for  
99 service on the committee.

100  
101 Screening

102 All members of each screening and interviewing committee will be required to read, review, and screen all  
103 applications, as well as attend all committee meetings and interviews, including an orientation session conducted  
104 by a college Affirmative Action Officer. In order to ensure the fairness and integrity of the process for all  
105 candidates, committee members must take part in the entire process. Failure to take part in the entire process will  
106 be cause for possible removal from the committee. In order to ensure a timely process, committee members must  
107 recognize circumstances may dictate meetings or interviews take place outside of regularly scheduled hours.

108  
109 Prior to review of any applicants or application materials, the Human Resources Office will provide committee  
110 members with a set of standard interview questions. The committee members will have the option to modify the  
111 questions or add new questions to best fit the vacant position. A final review and revision of the interview  
112 questions will be conducted by the supervisor of the vacant position – which in most cases will be the committee  
113 chairperson – and may include input from the President or designee. Any revisions to the interview questions will  
114 be discussed with the screening and interviewing committee members and the final version will be submitted to  
115 the Human Resources Office for review to ensure that the process is consistent and fair for all candidates.  
116 Applicants may also be asked to perform a teaching demonstration or presentation as part of the interview

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117 process; if there is reason to record these activities, the committee chair must have each finalist candidate sign a  
118 videotape consent form in advance. In some cases, finalist candidates may be required to participate in an open  
119 forum with the college community, to be determined by the President or designee – ideally at the start of the  
120 search process, but it may be determined at any point in the search process.

121  
122 Once interview questions are established, the screening and interviewing committee will review all applications  
123 and determine which candidates meet minimum qualifications as identified on the vacancy notice. The committee  
124 will then determine which of those candidates will be invited for an interview. Interviews will be arranged by the  
125 committee chairperson and conducted by the committee.

Background Review and Verification

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

132

Recommending Candidates

134 When interview(s) have been completed, the committee will recommend to the President or designee candidates  
135 deemed to merit consideration ~~considered~~ for appointment. The committee has the option to rank their  
136 recommendations. The recommendations shall include the committee's comprehensive evaluation of the relative  
137 strengths and weaknesses of the recommended candidate(s). While the committees are encouraged to produce  
138 three (3) acceptable candidates, if possible, they are not required to do so. The chairperson is responsible to  
139 promote open discussion and debate within the committee, including differing views on candidate qualifications,  
140 and each committee member is expected to openly participate and share their viewpoints within the committee;  
141 however, if, in some circumstances, a committee member feels the need to directly submit individual comments  
142 to the chairperson, that is allowable and the chairperson has the responsibility to confidentially share that input  
143 with all committee members to ensure full disclosure of committee input. If the President determines that none of  
144 the recommended candidates are acceptable, the President may choose to fail the search or ask the committee  
145 to re-assess other applicants for the position.

146

Appointing

148 The President or designee will review the committee's recommendations and has the right to conduct additional  
149 interviews or background reviews or site visits as appropriate. Following that review, the President or designee  
150 will select a candidate to hire from the list of acceptable candidates or determine if the search is failed or  
151 reopened. The President or designee may choose to fill the position on a temporary basis until a permanent  
152 appointment is made. The committee's work ends upon its recommendations to the President unless it is asked  
153 by the President or designee to consider additional applicants. The President, Director of Human Resources, and  
154 chairperson will not share any information with the committee about negotiations with any finalist candidates.

155

Final Selection/Reports Required

157 Following the receipt of a signed acceptance letter, the committee chairperson will inform the committee  
158 members of an accepted offer and identify the selected candidate. The chair will also work with Human  
159 Resources staff to ensure that all interviewed candidates, and everyone else in the applicant pool, are informed  
160 as promptly as possible that the position has been filled. The hiring supervisor for the position will also email all  
161 faculty and staff announcing the hire. The Affirmative Action Officer/Human Resources Office will complete the  
162 required hiring reports for affirmative action purposes.

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164 Confidentiality

165 All committee members must maintain strict confidentiality of any and all information about applicants and  
166 committee discussions throughout the screening and interviewing process and beyond. The committee  
167 participants must turn in all documentation, notes and score sheets relating to the candidates interviewed to  
168 Human Resources within two (2) business days of the interview process completion. This is for confidentiality  
169 reasons and timeliness if a candidate asks for their scoring sheets. Failure to maintain confidentiality of  
170 committee activities or applicant information during and after the search process may result in disciplinary action.

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173 *History:*174 *02.27.07 Adopted*175 *01.24.12 Revised*176 *08.29.17 Proposed; 12.19.17 Revised*177 *10.04.19 Proposed; 02.14.20 Revised*178 *08.24.21 Proposed – Reviewed for Equity Compliance*179 *11.22.21 Reviewed*180 *05.17.23 Proposed*181 *02.01.24 Revised*