

EMPLOYEE SEARCH AND HIRING PROCESS

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, 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 screening and interviewing processes, as appropriate.

*History:**02.27.07 Adopted**01.24.12 Revised**12.13.17 Proposed**12.19.17 Revised**10.24.19 Proposed**02.14.20 Revised**08.24.21 Proposed - Reviewed for Equity Compliance**11.22.21 Revised**05.17.23 Proposed**02.01.24 Revised*

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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.

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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.)

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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:

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

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

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 faculty, staff or administrators or other key stakeholders in consultation with the committee chairperson. The final committee roster will be shared by the President or designee with faculty and staff bargaining unit representatives to provide an opportunity for additional questions and feedback, but the final decision on committee members beyond the core group of up to five (5) committee members identified by each faculty and staff bargaining unit will be determined by the President or designee.

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

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. The MSCF President will strive to appoint two (2) faculty, with one faculty member from each of two faculty groups: the faculty in the discipline in which the vacancy exists, and the overall population of the Ridgewater College Chapter of MSCF.

Staff and Administrative Seats on the Committee

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

Screening

All members of each 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, committee members must take part in the entire process. Failure to take part in the entire process will be cause for possible removal from the committee. In order to ensure a timely process, committee members must recognize circumstances may dictate 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 – and may include input from the President or designee. Any revisions to the interview questions will be discussed with the screening and interviewing 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 also be asked to perform a teaching demonstration or presentation as part of the interview

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

Once interview questions are established, the screening and interviewing 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 candidates whose names are forwarded to the President for consideration.

Recommending Candidates

When interview(s) have been completed, the committee will recommend to the President or designee candidates deemed to merit consideration 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, if possible, they are not required to do so. The chairperson is responsible to promote open discussion and debate within the committee, including differing views on candidate qualifications, and each committee member is expected to openly participate and share their viewpoints within the committee; however, if, in some circumstances, a committee member feels the need to directly submit individual comments to the chairperson, that is allowable and the chairperson has the responsibility to confidentially share that input with all committee members to ensure full disclosure of committee input. If the President determines that none of the recommended candidates are acceptable, the President may choose to fail the search or ask the committee to re-assess other applicants for the position.

Appointing

The President or designee will review the committee's recommendations and has the right to conduct additional interviews or 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. The committee's work ends upon its recommendations to the President unless it is asked by the President or designee to consider additional applicants. The President, Director of Human Resources, and chairperson will not share any information with the committee about negotiations with any finalist candidates.

Final Selection/Reports Required

Following the receipt of a signed acceptance letter, the committee chairperson will inform the committee members of an accepted offer and identify 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 as promptly as possible that the position has been filled. 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.

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164 Confidentiality

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