PROCEDURE TITLE:	RECRUITMENT & SELECTION - EMPLOYEES
PROCEDURE NO.:	5.38:1
RELATED POLICY:	5.38
PAGE NO.:	1 of 7
RESPONSIBLE ADMINISTRATORS:	VPF&A/HR/ODEI
EFECTIVE DATE:	03/21/2022
NEXT REVIEW DATE:	03/01/2025
APPROVED BY:	PRESIDENT

1.0 PURPOSE

Shawnee State University is committed to creating a community that is diverse, equitable, and inclusive. Hiring qualified faculty and staff with various backgrounds, perspectives, and experiences is vital to the mission and continued growth of the University. This procedure is designed to guide University employees through the hiring process to ensure actions are taken to attract the broadest and most diverse applicant pools and hiring decisions are made equitably.

2.0 APPROVAL PROCESS FOR REGULAR POSITIONS

2.1 To establish or modify a regular budget-approved position, the hiring manager should complete the Position Information Questionnaire and forward it to the Department of Human Resources.

2.1.1 Human Resources will evaluate the duties and requirements of the position to determine the appropriate placement within the classification and compensation structure.

2.2 Once the position has been evaluated by Human Resources, the hiring manager should discuss the position with their next-level administrator and/or appropriate vice president to ensure there is an agreement to fill the position and funding is available.

2.2.1 The Budget Office should be consulted to determine available funding and/or initiate the budget transfer process.

2.2.2 New position requests should be made during the budget development process for the coming fiscal year when possible.

2.3 Hiring managers must obtain approval from appropriate University officials and offices to fill a budget-approved position before any advertisement, recruitment, or search activity. This approval is obtained by completing the Position Requisition form.

3.0 STANDARD FOR FILLING VACANT POSITIONS

To fulfill the University's commitment to actively recruit a diverse faculty and staff, positions must be posted and filled through a competitive search process.

3.1 A competitive search includes accepting applications from both internal and external candidates for at least two weeks for administrative and public safety positions; four weeks for faculty positions.

3.2 A competitive search is not required when a position is filled on an interim basis. Interim appointments will generally be for a maximum duration of one year. The President may extend the appointment if conditions warrant.

3.3 Search requirements for support staff positions are outlined in Article 11(B) of the SSU/CWA Collective Bargaining Agreement.

4.0 CRITERIA FOR WAIVING A COMPETITIVE SEARCH

4.1 Requests to waive the standard search process should be rarely granted. Such requests must be approved by the President and will be considered if the below conditions apply.

4.1.1 Partial Waivers - partially waiving the posting requirements may take the following forms:

4.1.1.1 Shortened duration of a search may be granted when there is an urgent need to fill a position or if qualified applicants have already been identified for a position.

4.1.1.2 An internal search may be granted when there are qualified candidates across campus.

4.1.2 Full Waivers - waiving all posting requirements and placing an individual in the position without a competitive search may be approved when at least one of the following criteria is met:

4.1.2.1 Previous recruitment attempts did not result in a qualified candidate pool, and/or recruitment difficulties in attracting candidates with the required skills, knowledge, and abilities have been documented;

4.1.2.2 Unanticipated business requirements warrant filling the position on an expedited basis and the time needed to conduct a search would have a negative impact on meeting critical operational needs; or

4.1.2.3 Promotion of existing faculty or staff is based on the following:

4.1.2.3.1 There is a qualified employee in the department who is being developed for the higher-level position;

4.1.2.3.2 There is a qualified employee in the department for whom the new position would be a logical progression because it is an extension of their current duties/responsibilities (assuming no one else in the

department is similarly situated and the employee has at least six months of satisfactory performance in the current position);

4.1.2.3.3 An employee or supervisor requests an audit/evaluation of a position because duties have naturally changed over time and the results of the review warrant a promotion;

4.1.2.3.4 A faculty member meets the promotion & tenure criteria outlined in Article 11 of the SSU/SEA Collective Bargaining Agreement; or

4.1.2.3.5 A support staff member is selected as an internal bidder or reassigned to a different position according to Article 11 of the SSU/CWA Collective Bargaining Agreement.

4.2 Hiring managers should consult with Human Resources, their next-level administrator, and/or appropriate vice president to determine the best strategy for filling the vacant position. The skillset of existing employees, recruitment goals, and approved succession plans should be considered in this decision.

5.0 PRE-SEARCH CONSULTATION – HUMAN RESOURCES & HIRING MANAGER

5.1 Before a search commences, hiring managers should consult with Human Resources to develop the position advertisement and finalize a proactive recruitment plan.

5.2 Position Advertisement – the position advertisement outlines the responsibilities, skills, experiences, and qualifications of the desired candidate. In addition, it is designed to communicate the values of the University and its commitment to fostering an environment that welcomes the contributions of multiple backgrounds, perspectives, and experiences.

5.2.1 To attract individuals from a variety of backgrounds, hiring managers are strongly encouraged to provide examples as to how their department values diversity, equity, and inclusion and emphasize the importance of experience working with diverse populations.

5.2.2 All advertisements must include the University's Affirmative Action/Equal Opportunity Employer statement.

5.2.3 The Office of Diversity, Equity, and Inclusion will review advertisements to ensure the language is inclusive and reflects a commitment to diversity.

5.3 Recruitment Plan – to demonstrate the University is being proactive in pursuing diversity goals through recruitment, the search process will extend beyond advertising. During the pre-search consultation, Human Resources will work with

the hiring manager to identify recruitment activities that will help generate a broad applicant pool. The recruitment plan should include targeted outreach efforts for underrepresented groups (i.e., women, minorities, veterans, persons with disabilities, LGBTQ+ status, first-generation college graduates, etc.) to generate a diverse pool of qualified applicants.

5.3.1 Standard Recruitment Activities - Human Resources will help departments recruit by posting the advertisement to the following job boards: PeopleAdmin, HigherEdJobs.com, OhioMeansJobs, Indeed, Facebook, LinkedIn, and Handshake.

5.3.2 Minimum Additional Advertising - the recruitment plan must include one (1) advertisement in an industry/discipline-specific journal or website, except in the case of support staff positions, when advertisement in a regional or local newspaper is acceptable. Advertisement examples:

5.3.2.1 Advertise with professional organizations in the industry/discipline;

5.3.2.2 Advertise with Career Services offices at Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), Women's Colleges, and Asian American and Native American Pacific Islander Serving Institutions (AANAPIs), etc.;

5.3.2.3 Advertise on national websites that are designed to help recruit minority candidates; or

5.3.2.4 Advertise on websites of organizations for military personnel and veterans.

5.3.3 Active Recruitment Activities - the recruitment plan must include at least two (2) recruitment activities for faculty, administrative and public safety positions, and one (1) recruitment activity for support staff. Example recruitment activities:

5.3.3.1 Source candidates from online searches of other institutions or internal contacts. Contact these individuals directly and ask them to apply;

5.3.3.2 Use LinkedIn to source and contact viable candidates directly;

5.3.3.3 Ask faculty/staff members in your department to forward the posting to their association's listservs;

5.3.3.4 If attending a conference distribute recruitment packets. Gather contacts and follow-up upon return;

5.3.3.5 If attending a job fair collect resumes and follow up with an invitation to apply;

5.3.3.6 Contact a student organization and ask to distribute information about the opening on an alumni listserv;

5.3.3.7 Review applicants from other related searches from the recent past. Reach out to promising candidates from those searches and ask them to apply;

5.3.3.8 Utilize Handshake to reach out to qualified Alumni and ask them to apply;

5.3.3.9 Build relationships with department chairs, graduate directors, and deans in your discipline at Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), Women's Colleges and Asian American and Native American Pacific Islander Serving Institutions (AANAPIs);

5.3.3.10 Build relationships with local and regional Job and Family Services offices and the VET representatives at those offices;

5.3.3.11 Build relationships with organizations for individuals with disabilities; or

5.3.3.12 Build relationships with local and regional chambers of commerce and other organizations that support minorities.

6.0 SEARCH COMMITTEES

6.1 Search committees play a vital role in recruiting, evaluating, and recommending the most qualified candidates for employment by the University. Search committee members are often the first University employees that a candidate will meet. The committee is charged with representing the University as a diverse and welcoming community while carrying out the search in accordance with University policies and procedures.

6.2 The structure of search committees will vary depending upon the position to be filled. The size of the committee is typically between three and ten members. The composition of the committee is key to an inclusive search and the committee should:

6.2.1 Include individuals with different backgrounds, perspectives, and expertise.

6.2.2 Include individuals with knowledge of the work area and the technical expertise to effectively evaluate candidates' qualifications.

6.2.3 Represent a diverse cross-section of the University population, including members from a protected class or with a demonstrated commitment to diversity.

6.2.4 Include appropriate stakeholders such as peers of the new hire, supervisors, and those with similar positions.

6.2.5 Include at least one individual from outside the department/unit.

6.3 A search committee is responsible for recruiting for the position, evaluating applicants, participating in the interview process, and recommending finalists. Members should be available to participate fully and consistently in the entire process and to perform duties as assigned by the search chair. Each search committee member is charged with exercising their assigned responsibilities in a professional, legal, and efficient manner. Search committee responsibilities are outlined in more detail in the Selection Guide.

6.4 To support the University's efforts in recruiting and selecting a diverse, highly-qualified faculty and staff, all search committee members are required to complete Inclusive Hiring training offered by the Office of Diversity, Equity, and Inclusion. These sessions will address laws that affect the hiring process, unconscious biases and ways to counteract them, and methods to ensure equitable hiring.

6.5 Search committee members are expected to review the Selection Guide and attest to their understanding of the search process by signing the Acknowledgment Form.

7.0 SELECTION PROCESS

7.1 The Selection Guide provides an overview of the process committees should follow to screen, interview, and evaluate candidates. Included in the guide is a breakdown of the Position Profile and how it is used to assess candidates throughout the search process. The Position Profile captures essential requirements of the job and is developed by the hiring manager and/or search committee before the search commences.

7.2 To identify candidates who can offer diverse perspectives and have a willingness to engage in activities and initiatives that can help build a diverse community that is equitable and inclusive, committees should ask diversity-related questions during the interview phase. This will allow candidates to address how they can contribute to a culture of diversity, equity, and inclusion within our community.

7.3 To fulfill the University's commitment to increasing diversity final applicant pools must include at least one individual from an underrepresented group. Search chairs may submit a request for an exception to Human Resources and the appropriate vice president if there are reasons for not including a diverse candidate in the final round of interviews.

7.4 The search chair is responsible for submitting all the required documentation to Human Resources before an offer of employment can be made. This includes documentation of the committee's recruitment efforts, the applicant status form, and the committee's consensus ratings for the final applicants.

8.0 REVIEW OF RECRUITMENT & SELECTION PROCESS

8.1 To ensure search committees and Human Resources are conducting searches in accordance with this procedure the Office of Diversity, Equity, and Inclusion (ODEI) will conduct annual audits of faculty and staff searches. ODEI will randomly select ten (10) percent of all searches filled within the audit period. The audit will ensure the following:

8.1.1 All final applicants within each search met minimum qualifications;

8.1.2 Recruitment efforts identified in each of the search plans adhered to the standards defined in these guidelines; and

8.1.3 Recruitment activities were executed as described.

8.2 ODEI will collaborate with Human Resources to evaluate results and develop appropriate action plans as needed.

Ref: Position Information Questionnaire

Ref: Position Requisition

Ref: SSU/CWA Collective Bargaining Agreement

Ref: SSU/SEA Collective Bargaining Agreement

Ref: Selection Guide

Ref: Acknowledgement Form

History
Effective:03/21/2022