

Staff Search Process for Non-Classified Positions

Professional Staff Association (PSA) and Non-Union Non-Classified (NUNC)

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Staff Search Process for Non-Classified Positions

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Rhode Island College (the “College”) seeks to fill all its positions with the most qualified individuals in a way that ensures equal employment opportunities. This document details procedures and guidelines for realizing this goal in an efficient and competitive way.

The subsequent procedures and guidelines apply to all departments and offices that employ Professional Staff Association (PSA) non-classified employees and Non-union non-classified (NUNC) employees, and any other individuals in the same classifications. *Note:* Separate procedures and guidelines exist for faculty.

DEFINITIONS [AS USED IN THIS DOCUMENT]

Affirmative Action (AA) Monitoring Report	A two-part report required by the Affirmative Action Plan that must be completed by the chair and submitted to the AA Office before a hire can be approved.
Bureau of Criminal Identification (BCI)	Provides law enforcement records for criminal background checks within the State of Rhode Island upon request. The BCI falls under the Office of the Attorney General.
Hiring Manager	RIC administrator authorized to make hiring decisions. Such hiring managers include, but are not limited to, the president, vice presidents, deans, assistant/associate vice presidents, and directors.
NUNC	Non-Union/Non-Classified positions. UNC is formerly known as the Board of Governors (BOG).
Office of Postsecondary Commissioner (OPC)	Under the authority of the Council on Postsecondary Education, the OPC is the definitive resource for information on and the interpretation of Council policy for Public higher education and the postsecondary institutions (CCRI, URI, RIC) in Rhode Island.
On-Boarding System	An automated system that streamlines new hire documentation and administrative matters; accelerate assimilation into the organization’s culture and values; provide clear expectations; shorten the time to full productivity; and increase retention and long-term success.
On-line Applicant Tracking System (ATS)	A fully automated, PeopleAdmin (PA) applicant processing system that speeds the approval process to post vacancies, the process of recruitment, selection, and hiring. The ATS provides consistency in the practices and procedures of applicants to advance college EEO/AA policies. In addition, the ATS is integrated with HireRight to conduct background checks, which are in addition to any BCI conducted by the RI Attorney General’s Office.
PeopleAdmin	An online solution that specializes in higher education talent management services. PeopleAdmin tailors its products and services to meet the unique needs of higher education.

Personnel Review Committee (PRC)	A committee that reviews and approves various requests submitted by the three RIOPC institutions (URI, RIC and CCRI) regarding existing or new job descriptions and other personnel or pay plan-related matters.
Position Management System	<p>A secure, automated PeopleAdmin process that the College uses to do the following:</p> <ul style="list-style-type: none"> • Maintain an accurate and comprehensive position description library, including incumbent data, vacancies, and historical data. • Reduce the amount of rework, corrections, and confusion in the modification and creation process. • Provide the ability to use stored job description data to quickly create new job postings.
President’s Executive Cabinet	RIC senior administrators, including the President, Provost, vice presidents and select associate vice presidents and the Executive Director for Strategic Initiatives. Other persons may sit on the PEC at the pleasure of the president.
PSA	Professional Staff Association at Rhode Island College. PSA positions are union positions.
Self-Identification List	List of candidates who voluntarily identify and agree to share information about their racial identities, genders, ethnic identities, and disability statutes with the screening committee.
Workflow	The administrative approval process within the Position Management System and ATS; also, the movement of applicants in the ATS from one status to the next.
Workforce Planning Advisory Committee (WPAC)	A six (6) member standing committee composed of RIC staff. Their role is to advise the President on decisions regarding personnel proposals from members of the President’s Executive Cabinet (PEC). These proposals involve the request to fill vacant positions, or to create new position(s) within their respective divisions.
Types of Appointments	Appointments are governed by the OPC personnel rules, state law, and collective bargaining agreements. The following definitions apply to non-classified appointments only.
Acting appointment	A position filled on a temporary basis to replace a full-time unclassified employee. The expectation is that the original employee will return to his or her position in the future. The individual replacing the full-time unclassified employee may not apply for the position.
Continuing appointment	A position with no end date. May be filled by a non-union or union member
Interim appointment	A position filled on a temporary basis to replace a full-time unclassified employee while a search is being conducted or a departmental reorganization is taking

place. The individual replacing the full-time unclassified employee may apply for the position.

Limited-term appointment for one, two or three years

A staff member who is employed with a specific end date and may be union or non-union.

Non-classified positions

Staff positions governed by the OPC which include senior administrative staff, confidential staff, and professional staff on the state biweekly payroll (excludes college internal payroll).

Offline Hire

A temporary emergency hire to fill an urgent staffing need or a grant-funded position that has identified a specific individual with highly specialized qualifications.

Part-time appointment

A staff member who works fewer than 35 hours per week. In addition, a candidate hired into a PSA position but who works fewer than 35 hours per week is considered a non-union non-unclassified (NUNC) employee.

Temporary, non-renewable appointment

A staff member who is employed for a specific time period and normally not more than six months to one year; may be longer if necessary; non-union only (Exception: Continuing employees that are appointed to temporary assignments.)

Temporary, renewal contingent upon funding

A staff member whose position is dependent on funding from a grant or other third-party funding source. May be a union or non-union position, depending on the duration of funding.

BASIC CONTENT

A. Purpose

1. Rhode Island College (RIC) is committed to making staff development a priority, because higher education is an enterprise that depends upon faculty and staff of the highest caliber. It is our collective responsibility, therefore, to recruit, select, and retain an effective and diverse faculty and staff of professionals for all of our departments. Further, one of RIC's values (as stated in our strategic plan) is inclusive excellence. Increasing the diversity of RIC's faculty and staff, therefore, is echoed in the following recruitment, selection, and hiring practices.

B. Building Staff

1. Screening committees are highly involved in recruiting, selecting, and building staff resources at RIC. To the maximum extent possible, screening committees should reflect a diverse representation of perspectives and include a mix of people by sub-discipline or expertise, gender, experience at the College, race/ethnicity, and other factors that add to the quality and richness of the RIC community. Committees are typically made up of current RIC employees; however, others, such as, but not limited to, current students, alumni, and external partners/stakeholders, may also be invited to participate.

- a. Responsibilities of screening committees:
 - i. Identify highly qualified candidates who meet the requirements for the position.
 - ii. Increase diversity among the staff.
 - iii. Follow all legal guidelines.
 - iv. Ensure a fair and collegial process.
 - v. Complete and submit all required monitoring reports.

C. Creating Postings

1. The appropriate vice-president and president (or president's designee) must approve all postings via the online PeopleAdmin ATS approval process. The Office of Human Resources (HR) places all recruitment ads. Ads for multiple positions may be combined with one advertiser when cost-effective.
 - a. The Manager of HR works with the department or the hiring manager to determine ad language, placement, and posting deadlines.
 - b. All positions are posted in the ATS. A list of current recruitment publications typically used, including the last known cost per ad, is provided to the hiring manager and is listed in the ATS. Positions are also posted to a number of state and other free sites as well as minority referral agencies. (See [Affirmative Action Plan, Appendix V.](#))
 - c. Posting language on listservs must be consistent with the ad and approved by HR. Typically, the hiring manager, chair, or a member of the screening committee posts the approved notice to listservs.
 - d. The Director of Institutional Equity meets with the screening committee to review the search process, discuss outreach and other search techniques for broadening a diverse applicant pool.

D. Screening Committee Appointments

1. The hiring manager or appropriate vice-president must approve the chair (in some cases, co-chairs) and the screening committee. If a member is unable to serve or a member is being replaced, the hiring manager or appropriate vice-president must contact HR. HR updates the member's access accordingly.
 - a. After the committee members are finalized, new members may not be added unless approved by the hiring manager or appropriate vice-president and HR is notified.
 - b. The hiring manager may not serve on the screening committee.
 - c. The screening committee must consist of an odd number of members and no fewer than three (chair and two members). More than seven members is not recommended.

2. When approved, HR provides each screening committee member with appropriate access to the ATS. Each member receives a notification confirming access. The member then uses his or her employee username and password to access the ATS.
3. Members of the screening committee who are not RIC employees are provided guest access. Each non-RIC member also receives an email notification confirming access and is provided with a unique username and password.
4. Screening committees for positions at the assistant/associate vice-president, dean, vice-president or presidential levels must include the following, according to the relative CBA:
 - a. The PSA president submits three names of PSA members to the president or the president's designee for selection.
 - b. For Dean, Director of Library, or President positions, seven (7) members must be drawn from segments of the academic community most immediately concerned or with special knowledge of the requirements of the position to be filled. At least three (3) members shall be faculty selected from five (5) names submitted to the president or the president's designee.
5. By serving on the screening committee each member agrees to the confidentiality of the proceedings and the disclosure of any/all actual or potential conflicts of interest if/when they arise.

E. Applicants

1. Applicants are not visible to the screening committee until HR releases the applicants in the ATS. This ensures that any issues concerning the timeliness of the application or other technical matters are addressed before the screening committee is able to consider the application. HR releases applicants daily. (Occasional delays may occur.)

F. Pre-Employment Screening and Transcripts

1. Overview

The job posting must indicate the extent of the pre-employment screening and transcripts required.

2. Background Reports

Background screening reports are maintained by HR through the ATS or in separate secure files. These reports are shared only with appropriate hiring managers on an as-needed basis and are strictly confidential.

- a. All offers of employment are conditional, pending a satisfactory background screening and other related and/or mandatory background reports.

Typically, any active employee who is hired, promoted, or transferred into a new position is not subject to a background screening unless mandated by law, policy, or the new position requires a higher level of security.

b. Ordering Background Screening Reports

RIC uses the third-party vendor HireRight to order background screening reports. When a written offer letter is accepted and signed by the candidate, HR orders a background screening online through HireRight at the College's expense.

The applicant then receives an email notification from HireRight requesting personal data (such as date of birth, social security number, previous addresses, and driver's license number) to initiate the background check.

The standard background screening includes the following:

- i. Social security number trace (SSN trace)
- ii. National Crime Information Center (NCIC) and National Sex Offender Registry
- iii. Criminal felony and misdemeanor – seven years, all counties, as revealed by SSN trace

c. Requiring a Wider Range of Background Screening

At the discretion of the College, employees hired into executive and/or critical financial or information systems positions requiring a higher level of security may be subject to a wider range of background screening including, but not limited to, financial and/or credit reports.

d. Obtaining Bureau of Criminal Identification (BCI) Reports

Employees who work with or teach students in kindergarten through grade 12 are required by R.I.G.L. §16-2-18.1 to obtain, at their own expense, a BCI report through the Rhode Island Office of Attorney General. When a written offer is accepted and signed by the candidate, he or she must provide a certified copy of this report to HR prior to his or her start date.

- i. Any prospective employee with a mandatory BCI report completed within the twelve (12) months prior to his or her application for employment at RIC may, per R.I.G.L. §16-2-18.2, provide an official letter to HR confirming the information on record is correct and complete.

e. Transcripts

RIC requires official transcripts upon written acceptance of the employment offer. Candidates must request the appropriate institution to mail or electronically transmit transcripts for the highest degree earned directly to HR. RIC does not accept copies or student copies of transcripts.

3. Rescinding Offers of Employment

Background reports, official transcripts, and/or references that identify any inconsistent or falsified information on any application for employment, and/or any negative background report that, at the College's judgment, presents a potential risk, may be deemed sufficient reason to rescind an offer of employment.

Any pre-employment terms and conditions (such as, but not limited to, non-compliance with background screening requirements, transcripts not provided, non-compliance with relocation agreement, unable to commence employment on agreed date, unable to obtain authorization to work in the U.S., etc.) not satisfied may be deemed sufficient reason to rescind an offer of employment.

G. Salary Considerations

1. In consultation with the appropriate vice-president, Vice-President for Administration and Finance, Budget Office, and the Director of HR, a starting salary range (this differs from the grade range) is determined at the beginning of each search.
2. The predetermined starting salary range (this differs from the grade range) will be included in each posting, unless the hiring manager or appropriate vice-president notifies HR otherwise.
3. Candidates invited for interviews must be advised of the approved salary range to ensure their continued interest in the position. This avoids unrealistic salary expectations and optimizes the candidate and screening committee's time.
4. Verbal salary offers may be made only after the president or the president's designee approves the salary, as notated in the hiring proposal (HP). Verbal offers are typically made by the hiring manager. However, at the discretion of the appropriate vice-president, such may fall to the Director of HR.
5. Written offer letters are issued by the Director of HR and contain salary, start date, and additional specific terms and conditions of employment.

PROCEDURES

A. Job Descriptions

Prior to posting and recruitment of positions, job descriptions must be current.

- a. Job descriptions must include the following elements:
 - i. Statement of the position's purpose and responsibilities

- ii. Minimum qualifications for the position
 - 1. Must correspond to defined responsibilities
 - 2. Must lend themselves to fitting to specific search criteria
 - iii. Clear description of the expectations attending the position
 - 1. Must embrace the diversity of staff interests, backgrounds, and perspectives
 - iv. Language that is nondiscriminatory in scope and intent
 - 1. Any qualification that is designated as required eliminates applicants who lack that qualification from consideration.
- b. Creating Job Descriptions
- i. A hiring manager may determine that a new job description is necessary to meet specific or usual job requirements. To request approval of a new job description
 - 1. The hiring manager and appropriate vice-president submit requests for the creation of new job descriptions to HR. New job descriptions may require WPAC and/or PRC review.
- c. Modifying Existing Job Descriptions
- i. A hiring manager may request that HR modify an existing job description to reflect changes in
 - 1. Responsibilities.
 - 2. Grade.
 - 3. Job title.
 - 4. Education; experience; or skills, knowledge, and abilities (SKAs).
- d. HR reviews all requests for new or modified job descriptions and determines the following.
- i. Appropriateness of job duties/responsibilities and required education, experience, and SKAs.
 - ii. Appropriate grade level.
 - iii. Comparability to similar job descriptions at URI and CCRI, if any exist.

New positions which have no equivalent at URI and CCRI are submitted to the PRC for approval (See also 1(b) and 2(b)). In addition, positions for which there have been significant changes, as determined by the Director of HR, in qualifications, in addition to grade and/or title changes, are submitted to the PRC for approval.

B. Requests to Fill or Create a Staff Position

- a. The hiring manager discusses the need to fill or create a position with the appropriate vice-president. The hiring manager provides the following:
 - i. A rationale for the search
 - ii. The scope of recommended search
 - iii. A recommended recruitment strategy
 - iv. A job description
 - v. Any recommended modifications to the job description
- b. If the vice-president approves a request, he or she sends it to the WPAC.
 - i. WPAC reviews the request and makes recommendations to the president. (See WPAC Policy and Procedures for additional details.)
 - ii. Newly created or significantly modified staff positions, union and nonunion alike, may require review by the Office of Postsecondary Commission Personnel Review Committee (PRC). The hiring manager or appropriate vice president consults with the Director of HR to determine such requirements.
 - iii. Positions approved by the president, and further vetted as needed, may proceed to the next step.

C. Job Postings

- a. HR creates a job posting in the ATS from the approved job description.
 - i. **Qualifying Questions:** The ATS allows for specific qualifying questions to be included in the job application that may assist the screening committee to quickly determine which applicants meet selected criteria. HR will include qualifying questions for any state educational requirements, unless instructed otherwise by the hiring manager. (Example question: Do you have a Bachelor's degree?) The hiring manager may explore with HR the development of additional qualifying questions that may assist in evaluating applicant qualifications.
 - ii. **Starting Salary Range:** The predetermined starting salary range (this differs from the grade range) will be included in each posting, unless the hiring manager or appropriate vice-president notifies HR otherwise. (See G1 Salary considerations, page 7.)
- b. The hiring manager and/or appropriate assistant/associate vice president or vice-president discusses with HR whether the posting will be external or internal.

Through the required ATS approval process, HR posts the job posting to the College's website and external publications as follows:

i. External

1. HR posts all jobs on the College's website, external sites, and online publications.

a. Publication venues (a typical, though not exhaustive, list):

i. Chronicle.com (The Chronicle of Higher Education)

ii. Diverse Issues in Higher Education

iii. HigherEdJobs.com

iv. Rhode Island Office of Diversity, Equity & Opportunity

v. Hispanic Outlook

vi. Indeed.com

vii. InsideHigherEd.com

viii. LinkedIn

ix. Monster.com

2. Positions are open to all candidates.

3. All ads are placed by HR.

a. All ad language must be approved by HR.

b. All invoices are approved by HR. Ads may be combined if cost-effective.

c. The hiring manager or chair may also identify low- and no-cost channels (e.g. aggregators, listservs).

ii. Internal

1. If the hiring manager and/or appropriate vice-president determine that qualified candidates exist among the current staff, they may elect, in consultation with the Director of HR and Director of Institutional Equity, to post internally.

2. HR posts all internal jobs solely on RIC's website. These postings are not visible externally. External individuals may not complete applications on RIC's website.

3. Internal postings are sent via email to active employees at RIC, inviting them to apply.

c. Posting Deadlines

i. Firm Deadlines

- a. Firm deadlines fall, at a minimum, no fewer than 10 business days from the posting date.
- b. Postings are removed from the RIC website at midnight on the deadline date and applications are no longer accepted.
- c. The screening committee may begin interviewing candidates after the deadline date.
- d. If a screening committee determines that there exists a qualified, diverse pool of applicants prior to the closing date, the chair may notify HR to close the search.

ii. "Open Until Filled" Designation

- a. Reserved for positions that may prove difficult to fill due to unique qualifications or a small expected candidate pool, an "Open Until Filled" designation must be justified by a hiring manager to the appropriate assistant/associate vice president, vice-president, and the Director of Institutional Equity. Advanced approval is required and must be communicated in writing to the HR.
- b. HR follows up with the chair at 30, 60, and 90 days to determine continuance of "Open Until Filled" status; any continuation beyond 90 days requires the approval of HR and the Director of Institutional Equity.
- c. If a screening committee determines that there exists a qualified pool of applicants, the chair, after consultation with the Director of HR and the Director of Institutional Equity, may elect to close the posting, but not fewer than 10 business days from the initial posting date.

iii. Affirmative action compliance in advertising positions

- a. All job postings must include minority and diversity advertising.

D. Screening Committee Responsibilities

- a. Chairs develop a search plan in collaboration with vice-presidents, assistant/associate vice-presidents, hiring managers, and/or screening committee members.
 - i. The Affirmative Action (AA) Monitoring Report, Part 1 (MRP1), reflects the search plan.
 1. The typical search plan includes the following:

- a. Proposed applicant screening methods
 - b. Interview process proposed
 - c. Additional recruitment efforts beyond standard posting, such as outreach at job fairs and conferences, in addition to other recruitment efforts where applicable
- ii. Prior to beginning the search, the chair submits the AA MRP1 to the AA Office for approval.
- iii. The final approver of the AA MRP1 is the Director of Institutional Equity who reviews and comments, if necessary.
- b. At the first meeting, or as soon as possible thereafter, the screening committee meets with the Director of Institutional Equity to discuss the topics of recruitment and diversity. Each member must review the information provided in the search packet provided by the Director of Institutional Equity including the Implicit Bias video.
- c. Each screening committee member by serving on the search committee agrees to the confidentiality of the proceedings and the disclosure of any/all actual or potential conflicts of interest if/when they arise.
- d. The chair reviews the approved search plan and all other procedures and policies contained in the recruitment and hiring manual with the screening committee members.
- e. Upon the search posting deadline, the AA Office submits a list of applicants who have voluntarily self-identified to the chair. The chair distributes that list to the screening committee for review and discussion.
- f. All screening committee members must carry out the following responsibilities:
 - i. Review and evaluate all applications according to job description qualifications.
 - ii. Attend all interviews. (Any member who fails to attend all interviews is precluded from continued discussions and voting on finalists.)
 - iii. Review the information in the search packet provided by Director of Institutional Equity including the Implicit Bias video.
 - iv. Maintain all applicants' confidentiality.
 - v. Disclose any/all potential conflicts of interest to the Director of Institutional Equity and the Director of HR.
 - vi. See search process to conclusion.
- g. The chair identifies and assigns specific tasks to screening committee members.
 - i. Typical assigned tasks are:

1. Communication and correspondence with candidates
 2. Outreach at job fairs and conferences, along with other recruitment efforts where applicable
 3. Interview arrangements for and hosting of candidates
 4. Travel arrangements and lodging accommodations for candidates (See Understanding Interview Finances below (page 19))
- h. The screening committee develops schedules and timetables.
- i. The AA Office will forward the MRP2 to the chair approximately two weeks after the search deadline. If the posting is “Open Until Filled” (See Posting Deadlines below), the chair must notify AA when they are ready to close the posting and complete the MRP2 form.
- ii. MRP2 must be completed and returned to the AA Office for approval before a HP may be approved.
- j. The screening committee determines how to capture and maintain relevant forms and notes not entered into PeopleAdmin.
- iii. Only the screening committee members have access to forms, notes, and other related documents captured and maintained outside of PeopleAdmin.
 - iv. All forms, notes, and related documents created by the screening committee are to be kept by the Chair for six (6) months after the search process is closed (that is, after a candidate is hired or the search has failed and the appropriate AA MRP2 has been completed and approved). After six (6) months, the material must be shredded.

E. Candidate Application Material

- a. To be considered for a position, applicants must submit the following:
- i. Cover letter
 - ii. Résumé or CV
 - iii. Completed online application
 - iv. Any other documents specified in the posting.

F. Application Review

- b. Though application review may begin immediately on publication of a job posting, screening committees shall not schedule interviews until:
- i. Arrival of a firm application deadline

- ii. Ten business days have passed under the "Open Until Filled" designation or a "review by date" has been identified in the posting
- b. Chairs shall carry out the following responsibilities:
 - i. Move applicants through the ATS workflow as soon as decisions on the applicant statuses are made.
 - ii. Initiate HPs.
 - iii. Maintain applicant's confidentiality.
 - 1. Chairs confer with the AA Office prior to contacting candidates for interviews. The AA Office seeks to ensure that all self-identified candidates have been adequately considered.
 - iv. Complete the AA MRP1 and MRP2.
- c. Chairs create and maintain, for the purpose of completing the AA MRP2, a spreadsheet which tracks all applicant activity.
- d. Chairs are also required to enter an applicant's status into the ATS workflow.
 - i. Information is organized according to a candidate's status.
 - ii. Information on candidates who fail to meet minimum standards should be immediately moved to the "Not Hired/Notify HR" workflow.
 - 1. Their names are recorded for purposes of completing AA reports.
 - 2. Their statuses are changed to "Not Hired" in PeopleAdmin and a reason for the action shall be given.
 - 3. Candidates no longer under consideration are sent an automated system email message released by HR informing them of the decision.

G. Interview Process

- c. All screening committee members must attend all interviews.
 - i. Any member who fails to attend all interviews is precluded from any further discussions and voting on finalists.
- d. First Interviews
 - i. First interviews may commence after the posting closing date (Unless "Open Until Filled," see Section (3)(c)(ii) above).
 - ii. The chair updates the applicant status in the ATS.

- iii. The chair contacts selected candidates for first interviews. All first interviews are in person unless it is not practical. (See 7(c)(vi) below.)
- iv. For candidates from out of state that require either accommodations or travel reimbursement, please see Understanding Interview Finances, page 18.
- v. If a candidate requests an Americans with Disabilities (ADA) accommodation, the chair, in consultation with the AA Coordinator, arranges for any reasonable accommodations.
- vi. Alternative first interview options and when to use them
 - 1. Interviews by phone or Skype (or similar video conferencing) may be scheduled when there are a large number of candidates selected for first interviews and/or one or more of the candidates selected do not live locally, and/or the committee determines these options will expedite the interview process.

Note: If the committee opts to use Skype or telephone to interview one candidate, the committee must use Skype or telephone to interview all candidates.

e. Second Interviews

- i. In some instances, selected candidates may be invited back for second interviews. Please follow the same instructions as “First Interviews” above.

f. Finalist Interviews

- i. The screening committee generally identifies up to three finalists (typically no fewer than two and no more than four), unless otherwise instructed by the hiring manager or vice-president.
- ii. The chair updates the applicant status in the ATS.
- iii. The screening committee provides a non-ranked list of finalists, including strengths and weaknesses, which is provided to the appropriate vice-president and/or hiring manager for consideration.
 - 1. If the hiring manager and/or vice-president determine that one or more of the finalists are not acceptable for hire, he or she will discuss his or her reasons with the chair to determine whether the candidate should proceed. The hiring manager and/or vice-president make the final decision.
 - 2. If the position is at the level of director, assistant/associate vice-president, dean, or vice-president, the screening committee arranges for all finalists to meet with the campus community in an open forum. Separate meetings to meet department members, PEC and select extended PEC members as determined by the President and/or the division VP are required, as well.
 - a. Candidate personal data, such as but not limited to, home address and phone numbers must be redacted prior to distribution to the campus.

3. The hiring manager and/or vice-president instructs the screening committee to proceed to the next step with all finalists acceptable for hire, or the recommended-for-hire candidate.

H. Checking Candidate References

The hiring manager or vice-president determines reference needs and may instruct the chair to obtain three references on each finalist or the recommended-for-hire candidate only. In addition, the hiring manager or vice-president determines who is responsible for conducting the reference checks (chair/screening committee or hiring manager).

If the chair and screening committee are asked to conduct three verbal references checks, the committee develops standard questions and documents all answers.

The chair is responsible for determining whether any candidate has listed a reference that creates a conflict of interest. If a conflict exists, the candidate must be contacted to provide an alternate reference. If the conflict involves a committee member, this must be addressed immediately with the Director of Institutional Equity and/or Director of HR to determine whether the committee member may continue to serve.

Reference material on the candidate selected for hire is sent only to the Director of HR for filing. Any other reference material collected must be shredded when the search is completed (that is, when a candidate has been hired or the search has failed).

Important Note: References are confidential and are not shared with the employee at any time, in accordance with disclosure rules under R.I.G.L. Furthermore, reference material is kept separate from other personnel file material.

I. Offers of Employment and Hiring

a. Hiring Proposal (HP)

- i. Upon notification from the hiring manager or vice-president as to the finalist selected for hire, the chair changes the applicant workflow in ATS to "Recommended for Hire" and initiates the HP.
 1. In the event of an off-line hire, the hiring manager notifies HR to initiate an on-line "Emergency Hire" process and will skip #2. (Contact the Office of HR for assistance)
 2. The chair completes the AA MRP2, submits it to the next approver, and follows up with AA to ensure the AA MRP2 form has been received.

b. Making a Position and Salary Offer

- i. The HP proceeds as follows:
 1. The chair initiates the HP and submits the HP to the hiring manager
 - a. *Important Note:* If the successful candidate answered "yes" to the application question regarding eligibility to work in the U.S. and he or

she has answered yes to the question “Will you need sponsorship?”, the chair must immediately notify HR.

- b. An H-1B visa allows a professional employee in a “specialty occupation” to be employed on a temporary basis in the United States for up to six years. H-1B visas are only valid for specific employers. If the applicant is currently under an H-1B visa, a new application must be completed through HR. This process requires at least four months. New employees who are foreign nationals (not resident aliens) cannot be employed or placed on a college payroll until this process is completed.
2. The hiring manager enters the proposed salary offer and proposed start date and submits the HP to the next approver (the Budget Office).
 3. The Budget Office reviews the HP, ensures the proposed salary is within budget limits, and moves it to the next approver (vice-president). If the Budget Office finds inconsistencies with budget limits, it may return the HP to the hiring manager.
 4. The vice-president reviews the HP and moves it to the next approver (president or president’s designee). If the vice-president finds inconsistencies with the HP, the vice-president may return the HP to the Budget Office.
 5. The president or president’s designee reviews the HP and moves it to the hiring manager to make a verbal offer to the candidate. If the president or president’s designee finds inconsistencies with the HP, the president or president’s designee may return the HP to the vice-president.
 6. The hiring manager or Director of HR makes the verbal offer to the candidate and confirms a start date. If the candidate accepts, the hiring manager updates the HP with the confirmed salary and start date and forwards the HP to the AA Office for final approval.
 - a. If relocation is necessary, the hiring manager must obtain prior approval for relocation reimbursement from the appropriate vice president.
 - b. If the candidate declines the verbal offer and/or relocation reimbursement, the hiring manager discusses whether an alternate finalist is acceptable for hire with the appropriate vice-president. If an alternate candidate is approved for hire, the hiring manager instructs the chair to begin a new hiring action. The chair must also contact the AA Office to request a new MRP2 form.
 - c. If the candidate makes a counter offer and the hiring manager has prior approval, he or she may accept the counter offer. If not, the hiring manager must discuss the salary request with the appropriate vice-president and the Budget Office.
 7. The AA Office reviews the HP, ensures all AA requirements are satisfied, and moves it to the Director of HR. If the AA requirements are not satisfied, the AA Office may return the HP to the hiring manager.

8. HR issues a formal written offer letter and changes the candidate status in ATS to "Offer Letter Sent."
 - a. The offer letter outlines the annual salary, start date, background investigation, and transcript requirements, as well as any other unique terms and conditions of employment. **NOTE: No offer of employment may extend beyond 30 calendar days from the date on initial offer letter without prior approval from the appropriate VP in consultation with the Director of HR.**
9. When the candidate accepts the written offer by signing and returning the offer letter, HR orders the background investigation through HireRight.
10. When HR receives a satisfactory background report, the candidate status is changed in ATS to "Hired."
 - a. An email message announcing the new appointee will be disseminated by the appropriate executive (President, Provost, or division VP) and/or may be provided by the unit AVP/Dean/Director.
 - b. HR initiates the new hire Onboarding process and notifies all applicable departments.

J. Failed Searches

A search is deemed failed when no candidates are acceptable for hire or a candidate(s) selected for hire declines an offer of employment. Decisions to fail a search are made on a case-by-case basis in consultation with the appropriate administrators.

- a. In the event of the intent to fail a search, the chair:
 - i. Notifies the hiring manager and/or vice-president of the intent to fail the search and provides reasons.
 - ii. Notifies the Director of HR and Director of Institutional Equity of the intent to fail the search and provides reasons.
 - iii. Completes and submits the AA MRP2 (and MRP1 if it has not been completed).
- b. Upon approval from all of the above parties, the chair
 - i. Moves all applicants to "Not Hired" workflow status in the ATS.
 - ii. Completes and submits the AA MRP2 (and MRP1 if it has not been completed).
- c. The hiring manager and chair evaluate reasons for the failure and do the following.
 - i. Discuss any needed changes to the job description, posting, or advertising with HR.
 - ii. Secure approval to repost from the appropriate vice-president.

ADDITIONAL GUIDELINES & INFORMATION

A. Understanding Interview Finances

Following are guidelines regarding interview finances.

1. Transportation

Candidates make their own travel arrangements and are reimbursed by the College. Original receipts are required for reimbursement; therefore, the Chair will instruct the candidate to collect and submit all receipts.

If a candidate is flying, confirm the cost of the flight with him or her. Consult with the appropriate vice-president if the flight charge is over \$500. Airfare costs are considerably less with at least a 14-day advance notice. Give candidates ample time to make arrangements, and encourage them to make their reservations as early as possible. Candidates who wish to drive from a great distance are reimbursed only up to the cost of nominal airfare. Such arrangements must be approved by the hiring manager and the appropriate vice-president.

2. Meals

Candidates receive up to \$30 a day for meal expenses. Meals are not provided for members of the screening committee.

3. Hotel Accommodations

Unless otherwise approved by the hiring manager and appropriate vice-president, a candidate is normally limited to one night's stay. The on-campus guest rooms should be used whenever possible. (Please see Guest Room Policy.) If it is not possible to secure the on-campus guest rooms, work with the hiring manager's office to arrange hotel accommodations. The College has agreements with several local hotels.

4. Candidate Reimbursement

On the candidate's behalf, the Chair will submit a completed RIC Travel Report and original receipts to the hiring manager's office for processing. The candidate is considered a "vendor." As such, a vendor code is required for each candidate, and a W-9 must be obtained from the Accounting Office prior to reimbursement. Candidates must complete the W-9 when interviewing on campus.

B. Guidelines for Building Staff

1. Avoiding Conflicts of Interest

Identify and disclose to the Director of Institutional Equity or the Director of HR any conflicts of interest and/or potential conflicts of interest, such as a candidate who is a family member of a current staff member, as early as possible in the process. If a relative, partner, or other person in a close/personal relationship with a current committee member is or becomes an applicant for a position, that committee member must recuse himself or herself from all involvement in the search. In the event the conflict is not resolved the Director of Institutional Equity shall make the final decision as to any recusal.

2. Maximizing Objectivity

An important consideration in any search process is to maximize objectivity and minimize implicit bias or other subjective considerations that might prevent the selection of highly qualified, well-

matched candidates for the short list or as top candidates following on-site interviews. It is critical that the screening committee follows appropriate guidelines for what can and cannot be considered in the review and interview process. In addition, members of the screening committee must recognize any of their own potential biases, as well as those of the committee and department.

3. Networking to Create a Diverse Pool of Candidates

Networking is typically the best strategy for developing a strong and diverse pool of initial candidates. The screening committee, department, school, and college should work together to publicize positions in ways that raise awareness of and interest in the opening. It is important to bring the position to the attention of all potential candidates, including protected and underrepresented groups.

RIC urges all interested parties to network extensively with colleagues outside of the College to solicit a highly qualified, diverse pool of candidates. RIC encourages networking via word of mouth, telephone, email, listservs, and postings at regional/national conferences, as well as professional societies.

Informal, word-of-mouth networking is an important part of the search process and provides more opportunities to talk about the College than advertisements or job postings can. Use word of mouth to raise awareness of the position in departments, administrative units, professional organizations, and among colleagues. Talk directly to your colleagues and ask them whether they know of specific individuals who may be good fits for the position and RIC and encourage them to apply. (Mass emails to colleagues to post or distribute the open position are not very effective.)

4. Generating Positive First Impressions

It is important to recognize that while the goal of the search is to hire outstanding staff, the nature of the search process itself creates strong impressions of the College among all applicants. Courtesy, timeliness, and professionalism leave candidates with lasting, positive impressions about the nature and culture of RIC.

5. Expanding the Qualified Applicant Pool

Following are strategies that screening committees and departments may consider for expanding the qualified applicant pool to include protected and underrepresented group members.

a. In Your Department

Update your department's website; it is a primary source of information for prospective staff. Provide information for each department staff member on the Details pages. An outdated website suggests stagnation, while a fresh one suggests vitality.

b. With Other Departments at RIC

Collaborate with other departments at RIC with a similar focus to yours to help announce the open position.

c. Professional Associations and Conferences

Encourage staff or administrators who are attending relevant professional conferences or visiting other colleges to make recruitment efforts for the open position or for similar positions

which will open in the future. Informal interviews conducted at conferences are **not for screening candidates** but can be effective in generating interest and building the applicant pool.

- d. The Dialogue on Diversity (DOD) encourages searches that enrich the diversity of new hires. The DOD stands ready to help identify members of the campus community willing to serve on screening committees to offer new approaches to enrich the assessment of prospective employees. Interested chairs can contact the Unity Center Director.

Contact and actively participate in professional associations, including minority caucuses associated with these organizations. Ask for the names of potential candidates to whom you can send position announcements.

- e. Publications and Search Assistance

Advertise in the job referral services of professional organizations and outlets with wide readership of potential applicants.

- f. Other Institutions

Contact colleagues or departments at other colleges and universities about new professionals who will be entering the workforce. Contact alumni offices at institutions where potential candidates are represented, and share announcements of available positions.

- g. Personal Contacts

Contact potential candidates with whom you have had contact and who appear to be qualified for the position. Keep a record of potential candidates from outside contacts as well as current and previous searches. Notify qualified candidates and people in the field when a new search is initiated.

Addendum

Understanding Legal Issues and the Search Process

Adapted from U.S. Department of Labor Affirmative Action Guidelines Hiring (<http://www.dol.gov/dol/topic/hiring/affirmativeact.htm>) and U.S. Equal Employment Opportunity Commission (<http://www.eeoc.gov/employees/>).

Affirmative Action and Discrimination

Be informed about the affirmative action requirement associated with minorities, women, disabled veterans, covered veterans and persons with disabilities. Interviews are about asking questions. However, questions that are not job-related (such as age; marital status; sexual orientation; religious, political, or social affiliation; ethnicity; whether they have children or plan to have children; or any other personal information) are inappropriate and may be illegal during all phases of the search process, including the formal interview, informal interactions with the candidates, and reference checks. Be careful of comments that could imply bias or favoritism (for example, "We're looking for young blood.").

Ensure that all portions of the application and interview process are accessible to candidates with disabilities, if any, and that the committee is prepared to address the issue of accommodations, should that be necessary.

Confidentiality and Record Keeping

Record reasons to advance candidates through the search process and to provide. As a public institution, documents that the screening committees generate may be considered public records subject to disclosure. Likewise, if a discrimination action is filed, investigating agencies will have access to screening committee records.

Communication

Contacts with candidates or any other individuals concerning any aspect of the search should be made by the appropriate administrative official or chair. Telephone contacts with candidates should be limited to standard questions agreed upon in advance. Notes of responses should be made for subsequent committee use.

Equity and Objectivity

Job-related criteria for the advertised position should be developed at the outset of the search and approved by administrative officials. All persons on the screening committees should exercise their judgment to avoid having a single member of the committee overly influence the inclusion or exclusion of a candidate.

Interview only candidates meeting minimum advertised required qualifications. Design interview questions that provide a fair and objective evaluation of each candidate in advance of committee interviews. Ask all candidates the same set of questions.

If using relative weights of criteria, develop and assign them prior to reviewing any application. Varying the assignment of weighted criteria among different candidates is illegal and prohibited.

Use only job-related reasons to advance candidates or exclude candidates from advancement in the search process. Objective criteria should be applied consistently with all applicants. Any subjective criteria must be related to the position in question (for example, leadership ability for program coordinators).

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