

Faculty and Professional Staff Handbook
Employment Process Guidelines for Recruitment of Full-Time Non-Faculty professionals

PURPOSE

These Employment Process Guidelines are designed to ensure academic and professional excellence, diversity, uniformity and equity in the process of filling all full-time non-faculty professional positions.

All units, departments and members of the University community have responsibility as outlined below for monitoring and adhering to the employment procedures set forth in these guidelines. All forms of unlawful employment discrimination based upon race, creed, color, national origin, ancestry, age, sex, marital status, religion, affectional or sexual orientation, atypical hereditary cellular blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability are prohibited and will not be tolerated in the recruitment of non-faculty professionals at the University.

It is expected that all parties will cooperate in a proactive effort to recruit a diverse pool of qualified candidates for each position and to maintain the University's commitment to academic excellence, diversity, and equity in the conduct of searches.

All materials and forms mentioned herein are available online at the Human Resources or Employment Equity and Diversity websites.

I. AUTHORIZATION TO FILL VACANCIES

Authorization to fill vacancies in professional positions is the responsibility of the appropriate Division Head who, in cooperation with the appropriate staff and administrators, provides leadership in developing plans of the University and in determining the allocation of resources to support those plans, after review and approval by the President. The following units and unit heads have respective responsibilities:

A. Administrative Department

Under the leadership of the hiring manager or immediate supervisor, the Administrative Department is responsible for:

1. Evaluating the need to create or fill a position vacancy;
2. Providing justification for filling a vacancy and requesting permission to search for candidates to the next-level supervisor; and

3. Preparing or updating a proposed job description concerning the vacancy to be filled (including specialization and required qualifications), and providing it to the next- level supervisor for review.

B. Next-Level Supervisor (Assistant and Associate Vice Presidents, etc.)

He/she is responsible for:

1. Providing the Division Head with a list of existing vacancies and proposed positions to be filled in each department including specific titles, job descriptions, salary and/or rank, starting date, source of funding, justification and proposed application deadline;
2. Reviewing and endorsing job descriptions from departments which specify, at a minimum, the following: (a) title; (b) principal responsibilities; and (c) required and preferred qualifications, and submitting them to the Division Head for final approval;
3. Notifying the department of approval/disapproval to fill vacant or proposed positions.

C. Division Head

The Division Head evaluates all requests to fill existing vacancies and/or proposed positions and also recommends and requests permission to fill vacancies based on the priorities, needs and resources of the departments, division and University. The Division Head is responsible for:

1. Providing the President with a list of existing vacancies and proposed positions to be filled in each department including specific titles, job descriptions, salary and/or rank, starting date, source of funding, justification and proposed application deadline;
2. Reviewing and giving final approval to job descriptions;
3. Notifying the Assistant or Associate Vice President of approval/disapproval to fill vacant or proposed positions after discussion with the President;
4. Charging the Search Committee;
5. Contracting with a search firm if desired after consultation with the President.

D. The Office of Human Resources

1. Approves proposed job descriptions or, in the case of new positions, evaluates responsibilities and position requirements and assigns specific state titles and salary ranges; advises Division Head accordingly;
2. Coordinates distribution of Position Announcements for posting on campus bulletin boards and on the Human Resources Employment Opportunities web page;
3. Arranges for advertising in cooperation with the hiring manager;
4. Places approved advertisements in appropriate media outlets, list-serves, and other venues that are most cost effective for the University.

II. THE SEARCH AND APPOINTMENT PROCESS

Final authority for appointment to full-time non-faculty professional positions resides with the President and the public action of the Board of Trustees and nothing contained in this process is intended to lessen that authority. The process leading to such appointment, with exceptions noted below, is a process of recommendation and approval in which responsibilities and duties are delegated as follows:

A. The Hiring Manager or Immediate Supervisor:

1. Prepares a proposed job description detailing the nature of the duties inherent in the position and submits it and the proposed required academic and experiential qualifications, along with any preferred qualifications, to the Office of Human Resources for approval and/or evaluation; from there, the job description is submitted to the next-level supervisor and Division Head for final approval prior to advertising; prepares the Position Control Form for final authorization to conduct a search;
2. Prepares the Position Announcement and Advertisement containing the information below and submits this information to the next-level supervisor, Division Head, Human Resources, and Employment Equity and Diversity for review, revision and approval.
 - a) Specific and related duties
 - b) Job related qualifications
 - c) Degrees required and those preferred if applicable
 - d) Number of years of experience required or preferred, or other criteria
 - e) Rank
 - f) Starting date

- g) Name of the Search Committee Chairperson or other person as the contact for receipt of cover letter and resume
 - h) Closing date for applications or if applications will be considered until position is filled
3. Recommends to the Division Head or next-level supervisor, in accord with University policies, the appointment of members to a Search Committee. The composition of the Search Committee should reflect sensitivity to the various constituencies within the University community that may be affected by the position and should include representation of women and minorities. The following shall not serve on a Search Committee: person(s) recommending the final applicant to the President; an incumbent who is vacating the position to be filled; the Director of Employment Equity and Diversity (who may serve as a resource person to the Search Committee); family members or others with significant relation to the applicants amounting to a conflict of interest; the hiring manager or immediate supervisor; The Hiring Manager also designates a Chairperson of the Search Committee, subject to the review and approval of the next-level supervisor and the Director of Employment Equity and Diversity;
 4. Charges and provides the Search Committee with relevant information, including but not limited to:
 - a) description of the position as advertised;
 - b) nature and extent of the advertising made for position;
 - c) total number of candidates to be recommended by the committee, (not less than three (3) or more than five (5)) unranked; and
 - d) the time frame by which the final candidates should be recommended;
 5. Invites the Director of Employment Equity and Diversity or designee to the first meeting of the Search Committee to review the legal requirements of equal opportunity and Affirmative Action and William Paterson University's Employment Process Guidelines, and to discuss possible strategies for recruitment;
 6. Ensures that members of the Search Committee faithfully follow these guidelines and takes whatever action necessary and consistent with these guidelines to aid the Search Committee to fulfill its charge; and
 7. Receives the recommendations of the Search Committee and reviews and forwards them to the next level supervisor.

The Hiring Manager or Immediate Supervisor may, but is not required to, interview candidates recommended by the Search Committee, and may exchange views on the various applicants with the Search Committee but, in doing so, he or she should not disclose such confidential information to individuals outside of the search process as defined by these guidelines.

B. The Office of Employment Equity and Diversity works with the hiring managers and next level supervisors to:

1. Review the advertisement and position announcement before it is released;
2. Conduct a briefing meeting with the Search Committee regarding equal opportunity and affirmative action, and established search procedures;
3. Review and provide feedback on sample interview questions developed by the search committee with respect to appropriateness;
4. Assist in outreach to attract diverse candidates through professional contacts, Internet postings, conferences and other recruitment sources;
5. Determine the adequacy of the applicant pool by reviewing Form I and collecting data on race, sex, and ethnic identity of applicants through the voluntary and anonymous use of the pre-employment identification card or other Equal Employment Opportunity Questionnaire returned to the OEED. The acceptance of the interview pool will be confirmed by an e-mail to the Chair of the Search Committee and the Division Head. In the event of a lack of qualified candidates, this Office may recommend to the next level supervisor the cancellation or extension of the search as appropriate;
6. Make appropriate recommendations during the search process to ensure that a bona fide equal opportunity /affirmative action search is conducted and at the conclusion of the process certifying for the University that such a bona fide search has occurred. (Form II)

C. Search Committees: Members, Committee Chairpersons, and Their Responsibilities

Nature and Composition of Search Committees

Search Committees are required for all searches to fill full-time non-faculty professional position vacancies (with exceptions noted below) but may be omitted in the President's discretion as detailed below. Search Committees are not required to appoint candidates to part-time positions; to fill graduate assistant positions, or for vacancies to be filled from a Civil Service Certification List. Only full-time professionals can serve on departmental search committees for professional non-faculty staff, and committee membership may include staff from both the hiring department and other departments of the University.

Exceptions to the use of Search Committees, with the approval of the President or designee and the Office of Employment Equity and Diversity, may occur in emergency situations such as sudden resignation, illness, retirement, death or other unforeseen circumstances resulting in a temporary appointment. In addition, the President has, and may delegate, the right and responsibility to fill vacancies temporarily or permanently without a search in light of institutional need or exigency.

Hiring managers or immediate supervisors are responsible, in accord with University policies, for recommending members of search committees for approval by the Director of Employment Equity and Diversity and Division Head or next-level supervisor. (The Division Head shall have final approval in cases where composition of a committee is disputed and where a resolution is not reached in a timely manner.)

1. A member of the Search Committee works closely with the other members and is responsible, at a minimum for:
 - (a) Adhering to the confidentiality of the deliberations and processes followed by the Search Committee (such as not revealing evaluations and rankings of candidates and, in general, protecting the privacy of applicants). Nothing herein shall be construed to prevent members of the Search Committee from providing information to other administrators having specified roles or responsibilities in the search process, as defined by these guidelines;
 - (b) Evaluating thoroughly the applications, resumes or vitae of all applicants, and identifying applicants to be invited for an interview;
 - (c) Conveying to the Office of Employment Equity and Diversity, via the Chair, the identity of the candidates to be interviewed and working cooperatively to ensure a diverse and well qualified pool;
 - (d) Participating fully in all scheduled interviews with candidates (except in the case of illness), preparing written feedback on each interview, including those recommended to the Search Committee Chair and to recuse himself or herself from the committee if he or she is unable to do so;
 - (e) Participating in determining the number of qualified applicants and interviewees to be reviewed by the Search Committee in order to be able to recommend at least the minimum required number of candidates to the next level;
 - (f) Recommending, in cooperation with other members of the committee, at least three (3) but no more than five (5) qualified applicants unranked with a detailed description of the candidates' strengths and weaknesses. The submission of less than three (3) qualified candidates requires special approval by the President or his/her designee. Submission of less than the minimal number of recommended candidates without approval from the President shall be deemed a failure to fulfill the charge and may require further action consistent with these Guidelines.
 - (g) Recusing himself or herself from the committee when one or more of the candidates for the position is someone with whom the member has a

familial or other close relationship, feels a particular advocacy for or against, or will be perceived by others in that way;

- (h) Taking all reasonable and appropriate steps to complete the given charge of the Search Committee;
- (i) Maintaining parameters by not negotiating or discussing specifically matters of salary or terms and conditions of employment, such as teaching, except where these are stated in the advertisement.

2. The Chair of a Search Committee oversees and facilitates the work of the Committee and, while he or she may delegate specific tasks in the work of the committee, he or she has final responsibility for:

- (a) Scheduling a meeting between the Committee and the Office of Employment Equity and Diversity to review with the committee all relevant federal, state and institutional regulations and guidelines;
- (b) Receiving and logging all applications, resumes and vitae and sending acknowledgments, including the pre-employment identification card, to all applicants;
- (c) Extending a verbal invitation to applicants identified for interview, and issuing a formal letter of confirmation to those verbally accepting the invitation, along with a Reference Release Form;
- (d) Facilitating the committee meetings and candidate interviews including travel arrangements;
- (e) Scheduling candidate interviews with the Committee, hiring manager; and others as requested by the Division Head;
- (f) Informing the Office of Employment Equity and Diversity and appropriate next-level supervisor of names of applicants who will invited to campus for an interview;
- (g) Submitting the written list of strengths and weaknesses from the Committee for no fewer than three (3) and no more than five (5) qualified applicants, including any dissenting opinions if necessary and taking other reasonable and necessary steps to ensure the charge of the committee is met;
- (h) Completing all required forms and submitting Forms I and II to the Office of Employment Equity and Diversity;

- (i) Maintaining copies of the letters of acknowledgment, of non-appointment, and other relevant documentation including Affirmative Action Forms I and II in department files where they become the responsibility of the department/unit hiring manager;
- (j) Sending a letter to all non-appointees at the close of the search indicating that the search has been successfully completed or closed without appointment;
- (k) Maintaining parameters by not negotiating or discussing specifically matters of salary or terms and conditions of employment, such as teaching, except where these are stated in the advertisement;
- (l) Contacting the Office of Human Resources and the Office of Employment Equity and Diversity to receive permission to dispose of search materials before doing so.

D. Search Firms and Search Committees

For specific searches, a Division Head or other senior University official may contract with a search firm having specialized expertise, particularly if the search is to be conducted on a nationwide basis. Once contracted, representatives from search firms are acting as agents of the University, as defined by these guidelines.

As requested, the Chair and members of search committees are required to meet with, share information or observations, respond to inquiries or questions, and work cooperatively and professionally with search firm representatives.

E. Senior University Official, Division Head, President and Their Responsibilities

The Division Head/designee or other senior University official has responsibility for review, approval, communication, and negotiation with final candidates on matters of rank, range, and salary. Specifically, he or she is responsible for:

1. Making an assessment of the candidates by engaging in any or all of the following:
 - (a) interviewing all, some or none of the applicants recommended by the Search Committee, (b) interviewing candidates from the applicant pool not recommended or not interviewed by the Search Committee; (c) identifying and interviewing other applicants for interview who were not part of the Search Committee review process; The Division Head/designee may pursue any or all of these separate and available options. All candidates the Division Head selects for hiring must be interviewed.
2. Conducting and documenting at least three (3) reference checks for any candidate to whom an offer of employment is proposed;
3. Consulting with the Search Committee Chair and recommending final candidate(s) for appointment to the President;

4. Negotiating salary, rank, and range to be offered to final candidate(s);
5. Writing a formal letter of intent to any candidate(s) to whom an offer of employment is made and certifying the bona fides of such candidates.

F. The Division Head has oversight for all vacancies and appointments within his or her Division. As such, he or she is responsible for receiving, reviewing, and approving or disapproving of the recommendations and to take such action as necessary to complete the appointment process and ensure its integrity through recommendation to the President.

G. The President is vested with final authority for all appointments publicly approved by the Board of Trustees.

H. As the Chief Executive Officer of the University, the President has the authority, after consultation with appropriate constituencies, to fill staff and administrative positions temporarily or permanently without a search in view of institutional need or exigency.

I. For presidential searches, the responsibility lies with the Board of Trustees as outlined in their By-laws.

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