

# WEST LIBERTY UNIVERSITY BOARD OF GOVERNORS

## POLICY 11: EMPLOYMENT / HIRING

### Section 1. General

1.1 This policy applies to all employment.

A. The responsibility for creating or filling a position shall rest first with the President's Cabinet, which shall provide the President with a recommendation regarding such action.

1.2 The University does not accept applications for employment unless a specific job vacancy exists, and a search has officially commenced. Applications are not accepted or kept on file in the event a position comes open, and the University does not accept vague, non-specific applications or those applications which specify "anything" as a position or selection preference. New applications must be completed for each specific job opening.

1.3 An application refers to online submission via the applicant tracking system.

### Section 2. General Process

#### 2.1 Requesting Approval to Hire – Notice of Vacancy

2.1.1 In all cases, whether requesting to backfill a vacant existing position or to fill a newly created position, an online requisition must be completed and approved via NEOGOV. The online requisition shall be forwarded via NEOGOV to the sponsoring VP, Dean or presidential direct report, the VP of Finance, CHRO and final recommendation for consideration by the President (student employment approval may vary).

2.1.2. Only in the case of approval does the process continue to the next step, "Search Process."

#### 2.2 Search process

2.2.1 Once notified of approval to proceed with the employment process, it is necessary to prepare a "position announcement" or job advertisement.

2.2.2 Faculty position announcements/advertisements are to be drafted by the originating department head and forwarded with the completed requisition. The position announcement must be reviewed and approved by the Provost before becoming final. If the position being created or filled is for a Dean, Chair, or Program Director, refer to WLU Policy 202.

2.2.3 Staff position announcement/advertisement will be drafted by Human Resources. Drafts will be reviewed and approved by the sponsoring vice president or administrator.

2.2.4 Listings of anticipated interview questions are to be submitted by the chair of the search committee to the Human Resources department for review prior to commencement of actual interviews.

2.2.5 Each person who participates in the formal interview process must first review the CUPA interview guide, complete an "*Interview Analysis Form*" for each candidate interviewed and return the form to Human Resources for inclusion in the job file.

2.2.6 The CHRO – Chief Human Resources Officer/AA/EEO will review all hiring recommendations with regard to ensuring the University's Affirmative Action commitments have been met, and will participate in the final approval of all offers of employment.

### 2.3 Preliminary Screening of Job Applicants:

2.3.1 The Human Resources Office will conduct non-binding preliminary screening of applications for all positions for the purpose of ensuring the selection committee; reviews only applicants who meet the advertised qualifications in terms of education level and experience.

### 2.4 Interview process/committees

2.4.1 Search committees should consist of at least three (3) individuals as determined by the hiring supervisor, except specified by WLU Policy 202. In no case will the number be fewer than three (3) individuals with direct knowledge of the position to be filled. Search committee membership is subject to approval by the sponsoring vice president or administrator and HR. In the event that the committee violates policy or fails to fulfill its responsibilities, it may be disbanded and a new committee formed.

2.4.2 Designated search committee members are to recommend to the sponsoring Vice President a chairperson from among the appointed committee members.

2.4.3 The Chief Human Resources Officer or Human Resources representative should be invited by each search committee to attend the first meeting of the committee and address legal guidelines and best practices. If the CHRO or HR representative is not invited to speak to the committee, the chairperson is required to review CUPA's interview guide with the committee and a notation to that effect shall be made in the official file regarding the position.

### 2.5 Search Committee Responsibilities-General

#### 2.5.1 Chairperson:

- May participate in the selection of members for a selection committee
- Anchors and guides the selection committee in the selection process
- Is responsible for seeing that the interview process is followed, that interviews are conducted in a non-discriminatory fashion and that the process flows smoothly from the time the first job candidate arrives on campus to the final submission of committee paperwork to the Human Resources Department.

#### 2.5.2 Committee member:

- Attend *ALL* meetings and maintain appropriate confidentiality about search committee proceedings. **Confidentiality is absolutely essential through the entire process.** Members owe a duty of care to the University and to one another to protect the freest expression of opinion in committee deliberations without fear that comments will be shared with others outside the committee. Every remark must be taken as privileged. Committee deliberations and decisions are to be held in strict confidence until public disclosure is necessary for the conduct of on-campus interview and for final selection. Disclosure must only be on a need-to-know basis.
- Become familiar with the nature of the position, position responsibilities and requirements.
- Assist in the recruitment process, including personal contacts.

- Review all applications and make an objective evaluation of applicants' suitability for the position.
- Participate in discussions for the purpose of screening and selection of candidates.
- Assist the Chair with travel accommodations and interviewing schedules.
- Participate in observing demonstration classes or seminars and formal interviews.
- Complete evaluation forms for candidates' demonstration classes or seminars and for the formal interview.
- Make telephone calls to reference as assigned by chair and make reports to the entire committee.
- Participate in final evaluation and formulation of recommendation.
- The committee also has a role in welcoming the new hire. Members of the committee should contact the new hire as they are settling on campus. This contact may be by telephone, e-mail or in person. It is even appropriate to invite the new employee to lunch. An effort should be made to maintain casual contact throughout the year.
- In the event that the committee violates policy or fails to fulfill its responsibilities, it may be disbanded and a new committee formed.

## **2.6 Recommendations to hire**

2.6.1 Only the chair of the search committee is authorized to make the official recommendation to the sponsoring administrator for the hiring of a job candidate upon the completion of the interview process. This is accomplished via a written memorandum and/or an E-mail correspondence to the administrator with a copy to HR. This recommendation may be forwarded at the same time as the selection committee paperwork to the Human Resources Office. Where appropriate all interviewed candidates are to be rank ordered, and an alternate candidate selected in the event the first choice declines or withdraws from consideration, i.e. all candidates interviewed should be ranked in order of preference once interviews have completed. For Dean, Chair, or Program Director searches, WLU Policy 202 shall be followed.

## **2.7 Reference/background checks**

2.7.1 Reference checks must be completed before any official offer of employment is extended to a candidate.

2.7.2 The Human Resources Department shall obtain all official written references of record from contacts as supplied by the identified job candidate at the time of receipt of a written recommendation to hire from the chair of the search committee. The search committee chair and HR, will determine who conducts any phone reference checks.

2.7.3 Background checks, as applicable are coordinated through the HR office.

## **2.8 Authority to hire/make a bona-fide job offer**

2.8.1 All official offers of employment are made by the sponsoring administrator and Human Resources Department. It is important that all involved in the selection and interview process not provide false or misleading information to job candidates regarding any potential job offer, salary and/or benefits. In certain limited instances, upon verbal request to the Vice President and CHRO, authority may be granted for the selection committee chairperson, or department/unit head to make the official job/employment offer. The University does not recognize nor is it obligated or bound by any unofficial offer of employment, salary or benefits made by an

unauthorized individual whether connected with the selection process or otherwise. The search committee, its members, supervisors, or others will make no offer, commitment or promises.

Final approval for all hires, and certain key part-time positions, as well as approval of salary and other considerations, remains with the President of the University.

**2.9** The official job offer shall contain all terms and conditions of employment, including an anticipated starting date. If the selected candidate rejects the offer, a counter offer may be discussed with the President or other appropriate officials, or the second candidate will be extended an offer. When a candidate accepts a position, the department/unit head, and/or selection committee shall be notified of the acceptance and the anticipated starting date of employment.

**2.10** All official offers of employment are made via an official letter, issued from the Human Resources Department at the conclusion of the selection and reference gathering process. Hiring decisions will be based on the written recommendations from the chair of the search committee, approval of the responsible administrator, review by Human Resources, and approval of the president.

### **Section 3. Staff**

#### **3.1 Staff positions**

3.2.1. If the position is a *new position*, a job description must be developed and forwarded to HR at the time of requisition.

3.2.2. If the position requisition is to fill a *previously established* but vacant position, the sponsoring administrator must review the existing job description for accuracy of duties/responsibilities and title and if changes are necessary or otherwise desirable, modify the description and forward to HR.

3.2.3. Human Resources will commence the hiring process with the receipt of the approved online requisition, the job description, and the initialed, draft position announcement. If any of the required items are missing the process will not commence until all items have been received.

3.2.4. Qualified applicants will be forwarded to the identified selection committee members and further screened by the search committee to determine interviewees.

3.2.5. Each job candidate interviewed may be scheduled for time with the President during their interview process on campus. Such time is considered part of the formal interview process (albeit external to the committee process).

3.2.6. The President, in consultation with the department/unit head, Human Resources, and the Vice President of Finance and Administration will determine a salary to be offered to the selected job candidate which is to be communicated to job candidates and in all official offer(s) of employment. No offer or discussion of salary may be undertaken unless or until an official salary has been established.

3.2.7. In certain cases, the chair of the search committee, sponsoring administrator, or the department/unit head may wish to extend the official job offer. This is possible but must first be

coordinated with Human Resources to ensure all necessary approvals, authorizations, and salary figures have been received and reviewed.

## **Section 4. Process Specific to Faculty**

**4.1** The NEOGOV online requisition will be initiated by the academic department/unit head and forwarded to the College or School Dean.

4.1.1. The Provost will then forward to the Vice President for Finance and Administration for inclusion in the President's Cabinet deliberations; thereafter the process will follow as previously outlined, with final approval vesting with the President.

4.1.2. If approved via NEOGOV process, the department/unit head will draft a position announcement (advertisement) in compliance with WLU policies and forward the announcement to the Provost for approval signature, who will then forward to Human Resources for review and to commence the search process.

4.1.3. Qualified applicants will be forwarded to the identified selection committee members and further screened by the search committee to determine who will be interviewed. The search committee shall comply with section 2.4.1. It shall consist of faculty from the unit in which the vacancy exists. In the event there are not enough faculty in the unit, the requisite number of faculty committee members may be selected from the hiring College by the department chairperson or program director.

4.1.4. Each job candidate interviewed will be scheduled for time with the Provost and, if available, the President during their interview visit on campus. Such time is considered part of the formal interview process (albeit external to the committee process).

4.1.5. The Provost, in consultation with the college dean, department/chair or Program Director, and Human Resources will recommend a salary and academic rank to be offered to the selected job candidate which is to be communicated, in writing to Human Resources and approved by the President before any official offer can be made.

4.1.6. In certain cases, with the approval of the Provost, the College Dean, Department Chair, or Program Director may extend the official offer of appointment for faculty positions. This is possible but must first be coordinated with Human Resources to ensure all necessary approvals and authorizations have been received and reviewed.

## **Section 5. Exceptions**

**5.1** With regard to Section 1.2., only in specific and limited cases will the University consider applications previously submitted in consideration for a different, current job opening. If the following conditions exist, the University may reconsider applications previously submitted:

5.1.1. The previous job search for which the applicant applied was less than 3 months old and the application was previously submitted for the same position.

5.1.2. The former applicant(s) being considered was qualified and/or was actually interviewed during the previous search.

- 5.1.3. In all cases where the University reviews previous applicants, qualified minority and female applicants from the previous search pool (where they exist), must be reviewed and afforded consideration consistent with the Affirmative Action Plan of the University.

Approved by the WLSC Board of Governors on 02/26/03.

Approved by the WLU Board of Governors on 06/14/17.