Title:   #IV-8A. Hiring Guidelines

Date:   June 12, 2017 (Replaces version dated August 4, 2016)

These hiring guidelines and procedures are established in accordance with Board Policy A-34 for the purpose of carrying out West Virginia University at Parkersburg's commitment to affirmative action and equal employment opportunity. All employee recruiting and hiring processes are designed to assure that responsible attention is given to the institution's Affirmative Action Plan and to assure equal employment opportunity. WVUP’s employment practices do not discriminate on the basis of age, disability, national origin, color, ancestry, race, religion, sex, gender identity, marital status, sexual orientation, veteran status, or genetic information. These procedures apply to the filling of all positions longer than one semester in duration.

Pursuant to federal regulations [41 C.F.R. § 60-2.17(a)] and Policy A-34, the individual designated to coordinate WVUP’s effective compliance regarding affirmative action and equal opportunity is the Special Assistant to the President for Policy and Social Justice, hereinafter referred to in this context as the institution’s A/E Officer. The A/E Officer is responsible for monitoring the implementation of the institution’s policies and procedures related to affirmative action and equal employment opportunity and investigating allegations of discrimination.

A. When a position becomes vacant, the Vice President and the supervisor will assess whether the position will be filled and/or whether any changes in the position may be required to support evolving institutional or departmental goals. This review allows opportunities for the college to increase its efficiency and effectiveness in the use of human resources. When it is determined that a position will be filled, the following steps shall occur:

1. For every vacancy and every new position created, an accurate and specific position description shall be prepared by the hiring supervisor. Responsibilities of the position, qualifications, experience and education requirements, etc., shall be outlined in detail.

   a. For classified, non-classified and Faculty Equivalent/Academic Professional (FEAP) positions, the description shall be prepared on the appropriate position description form provided by the Human Resources Office.

   b. For faculty positions, the division chair shall provide a written description of the requirements for the specific position (such as degree, experience, certifications, etc.) consistent with Answer Book #IV-13, Faculty Qualifications.

2. The hiring supervisor submits an accurate position description (or summary of specific requirements for a faculty position) in MS Word format to the Human Resources Office and initiates the online Position Requisition.
3. For Classified, Non-Classified or Faculty Equivalent Academic Professional positions:

   a. The Human Resources Director obtains the approval of the hiring manager and appropriate Vice President on the position description form.

   b. The assigned Human Resources staff member determines whether the position is Classified, Non-classified, or Faculty Equivalent Academic Professional and recommends a job title and classification to the Human Resources Director for approval.

4. The Human Resources Director enters the approved position information on the Position Requisition.

5. The Vice President for Finance and Administration documents the availability of funds and budget fund number on the Position Requisition.

6. If approval to proceed with a search process is granted by the President, the AA/EO Officer will follow up with hiring administrator(s) and Human Resources Director to commence the search process:

   a. In all instances of recruiting Faculty, Faculty Equivalent/Academic Professionals, or Non-classified staff, the appropriate Vice President appoints a screening committee and chairperson using a form letter provided by the AA/EO Officer. Screening committees will be composed of representatives of the various key constituencies with whom the incumbent will interact. Whenever possible, screening committees should include members of protected classes (women, members of minority groups, veterans, and persons with disabilities).

   b. When filling classified staff positions, the hiring supervisor, rather than a screening committee, will carry out the applicant screening process under the guidance of the AA/EO Officer.

7. The AA/EO Officer monitors affirmative action efforts undertaken during the search and selection process but is not a member of the screening committee.

   a. The responsibility for affirmative action in the search process rests with the screening committee and hiring administrators. The AA/EO Officer monitors the recruitment, screening, and selection process and serves as a resource person to enable the institution to act affirmatively in recruiting women, members of minority groups (Hispanic/Latino, Black/African American, Native Hawaiian/Pacific Islander, Asian, American Indian/Alaska Native), protected veterans, and persons with disabilities. The WVU at Parkersburg Affirmative Action Plan provides information regarding affirmative action placement goals and strategies to achieve those goals. A copy of this document is provided to every executive level administrator and excerpts are shared with each ad hoc screening committee by the AA/EO Officer.

8. The AA/EO Officer reviews the Affirmative Action Plan's placement goals and benchmarks to determine if women, minority groups, protected veterans or persons with disabilities are underutilized, and discusses any goals with the hiring supervisor and/or screening committee.
a. Where there are placement goals for minorities, women, protected veterans, and/or persons with disabilities, it is expected that special efforts will be made to attract those candidates.

9. In consultation with the appropriate administrator, the Human Resources Director or designee shall prepare a position announcement consistent with the requirements listed in the position description.

a. The inclusion of equivalencies (i.e., "masters or equivalent") is recommended as appropriate. If a specific degree is required in the announcement, persons who do not meet the specific degree requirements cannot be considered. Equivalents may only be considered when stated in the position announcement.

b. Answer Book #IV-13, Faculty Qualifications, addresses degree equivalencies for faculty positions in keeping with accreditation standards.

c. The following guidance is provided for calculating experience equivalencies for all other positions, when advertised to be considered:

<table>
<thead>
<tr>
<th>Education*</th>
<th>Experience**</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma/G.E.D</td>
<td>4 years experience; or 1 year experience for 1 year of education</td>
</tr>
<tr>
<td>Up to 18 months beyond High School</td>
<td>Completion of a 6 month program or at least 6 months of work experience</td>
</tr>
<tr>
<td>18 months to 3 years beyond High School</td>
<td>19 to 36 months of work experience</td>
</tr>
<tr>
<td>Associates degree</td>
<td>minimum 19 months work experience</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>4 years of work experience; for a non-related degree, apply 1 1/2 years toward the educational requirement (this is for General Education Curricular courses)</td>
</tr>
<tr>
<td>Master's degree</td>
<td>Related bachelor's degree plus 2 years of related experience at the appropriate level; OR related associate's degree plus 4 years of related experience; OR high school diploma plus six years of related experience at the appropriate level</td>
</tr>
<tr>
<td>Doctorate or other terminal degree</td>
<td>No equivalencies apply</td>
</tr>
</tbody>
</table>

* 900 hours at a vocational/technical school is equivalent to 1 year of education

** ALL work experience referred to above MUST be directly related AND at the appropriate level

d. As required by the U.S. Department of Labor, the position announcement must contain a statement that “Auxiliary aids and services are available upon request to individuals with disabilities.”

e. The position announcement must include directions about requesting assistance or reasonable accommodations with the application or hiring process and must include the college’s complete nondiscrimination statement.
f. Advertisements will contain the statement "West Virginia University at Parkersburg is an Affirmative Action - Equal Opportunity Employer."

g. Completion of an employment application packet will be required for all positions.

h. The position announcement shall direct all expressions of interest to the Human Resources Director, WVU at Parkersburg, 300 Campus Drive, Parkersburg, WV 26104

i. Before a position announcement is posted and advertised, the AA/EO Officer or designee shall approve it.

j. The position must be advertised in appropriate and sufficient recruitment sources.

k. At least fifteen working days must elapse between date of publication of advertisements for professional positions and the beginning of the interviewing process.

l. Hires can occur only at the rank and/or title identified in the advertisement.

10. All advertising expenses incurred in the search process are paid by the Human Resources Department; other expenses are paid by the unit for which the search is being conducted.

11. When a finalist must travel more than three hours to campus interviews for a professional position, he or she will be offered reimbursement for documented travel expenses up to an established limit to be paid for by the Human Resources Office.

12. The following recruitment areas are targeted for each EEO job category:

<table>
<thead>
<tr>
<th>EEO Category</th>
<th>Recruitment Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Executive Administrative/Managerial</td>
<td>National</td>
</tr>
<tr>
<td>2 Faculty</td>
<td>National</td>
</tr>
<tr>
<td>3 Professional (Non-Faculty)</td>
<td>Regional (West Virginia &amp; Ohio)</td>
</tr>
<tr>
<td>4 Clerical/Secretarial</td>
<td>Local (Mid-Ohio Valley)</td>
</tr>
<tr>
<td>5 Technical/Para-Professional</td>
<td>Local (Mid-Ohio Valley)</td>
</tr>
<tr>
<td>6 Skilled Crafts</td>
<td>Local (Mid-Ohio Valley)</td>
</tr>
<tr>
<td>7 Service/Maintenance</td>
<td>Local (Mid-Ohio Valley)</td>
</tr>
</tbody>
</table>

B. The following steps will be taken prior to the screening process.

1. In consultation with the Human Resources Director, the hiring administrator determines appropriate and sufficient sources for advertisement of the position and outreach for recruitment of candidates, especially those from underutilized groups (women, racial/ethnic minorities, individuals with disabilities, and protected veterans).

a. The Human Resources Director will place the ad in the designated publication(s) after the AA/EO Officer has approved the position announcement.
b. Position announcements shall be posted for a minimum of fifteen (15) working days for all professional positions and a minimum of ten (10) working days for all other positions.

c. All position announcements will be posted on the designated bulletin board for Human Resources information in the main building and on the college’s Employment Opportunities webpage.

d. Professional publications will be used including specialty journals and listserves, when feasible.

e. Advertising in an appropriate national source, such as the *Chronicle of Higher Education*, or HigherEdJobs.com, is required for all executive and faculty positions.

f. Other modes of advertisement and recruitment are required and may include:

- Distributing the position description to historically black colleges and universities and to minority-oriented professional organizations, etc.
- Soliciting nominations and recommendations from members of campus community
- Contacting personal and professional colleagues
- Corresponding within personal and professional networks of screening committee members.

2. Various other outreach activities particularly those targeted to minorities, women and other protected groups, is required.

3. Applications and nominations are received and acknowledged by the Human Resources Office.

4. As applications are received, Human Resources staff enters applicant data, including Self Identification information, into an applicant tracking system.

5. The AA/EO Officer reviews the representation of women, minorities, persons with disabilities and protected veterans in the pool of applicants before the application deadline, preference date, or advertised date when the review of applications will begin. At this point, the AA/EO Officer determines whether a more intensive strategy to recruit under-represented class members is necessary.

6. The AA/EO Officer will review with the screening committee criteria for reviewing application materials and documenting references and information obtained from interviews, which shall be drawn from the qualifications and required experience set forth in the position description.

C. The following steps will be taken during the preliminary screening process.

1. The screening committee develops a timeline for activities.
2. As applications are reviewed and advanced in or eliminated from the screening process, notes are to be kept by the screening committee justifying the reasons for each such decision.

   a. The screening committee assesses whether each applicant meets the advertised minimum requirements.

   b. The screening committee identifies a list of priority candidates and contacts past supervisors or other professional references listed on the Application for Employment to obtain reference information by telephone.

   c. All information and documentation received through review of references must be treated as confidential; all requests by candidates for confidentiality in review of documents and information received through references shall be honored.

   d. Records of telephone reference checks will be documented on a standard institutional form and maintained in the search file.

   e. Individual committee members may not contact a candidate’s colleagues or others not listed on the Application for Employment without express permission of the candidate.

   f. The screening committee will use the criteria as listed in the job description to carefully evaluate all information and commentary received from references.

   g. Based on its review of references, the screening committee may wish to eliminate additional candidates from further consideration for interviews.

3. The screening committee develops a "short list" of approximately three priority candidates to be interviewed and consults with the appropriate administrator and the AA/EO Officer regarding the list.

   a. The screening committee may wish to identify a "reserve" pool of second priority candidates at this time; these candidates would be available for secondary consideration after the first round of interviews is complete.

   b. If a candidate withdraws from the search, the candidate should provide written notification. If written notification is not available, documentation of the withdrawal (i.e., via telephone call) will be placed in the search file.

4. All documentation and discussions pertaining to the Committee's work shall be considered confidential. It is inappropriate for committee members to share confidential information about its work with candidates or with those not involved in the hiring process during or after the search process.
D. Interview Guidelines for Screening Committees

1. Depending on the scope and nature of the search, some or all of the following individuals and groups may be included in the interview process:

   - Students and/or representatives of student government
   - Faculty members and/or representatives of the Faculty Senate
   - Staff members and/or representatives of the Staff Council
   - Co-workers
   - Chairpersons
   - Deans or Directors
   - Vice Presidents
   - President
   - Representatives of other key campus groups (internal or external) as appropriate

2. The screening committee determines competencies to be included on an established Interview Evaluation Form. Each committee member records his or her evaluations in terms of strengths and weaknesses for each finalist.

3. All candidates for faculty positions will be required to present a teaching demonstration according to instructions provided to finalists in advance.

4. Appropriate screening methods and tools will be provided by the AA/EO Officer to screening committees and hiring managers. Supplemental screening methods may not independently be devised or implemented without approval of the AA/EO Officer.

5. Ideally at least three (3) candidates will be interviewed.

   a. The chairperson of the screening committee will notify the Human Resources Office of the names of finalists to be contacted. The Human Resources Office will extend the formal invitation for an interview, discuss the interview schedule, rate or range of pay, travel reimbursement (if applicable) and other expectations. General information on West Virginia University at Parkersburg and other specific information related to the position should be provided to the candidates at this time.

   b. The Human Resources Office will coordinate the schedule of interviews and ensure that the interview schedule for all finalists includes interviews with the appropriate individuals.

   c. The Office will advise or assist candidates with regard to travel arrangements, hotel accommodations, reimbursement guidelines, and offer general assistance to them with their visit to campus. Candidates should be asked at this time if they require any accommodation to facilitate the interview process.

6. Several basic guidelines will be followed in all on-campus interviews:

   a. A member of the screening committee or an appropriate designated staff person should be available to escort candidates to and from all interviews or activities.

   b. In the actual interview session, the designated escort(s) will introduce each candidate and, where practical, the interviewers.
c. Copies of the candidate's application materials will be distributed by the Human Resources Office to hiring administrators before the interview.

d. The AA/EO Officer will provide all interviewers with guidelines that should assist them in making appropriate pre-employment inquiries. Interviewers should be aware that the West Virginia Human Rights Commission, federal civil rights laws, and college policy specifically forbid pre-employment inquiries that express, directly or indirectly, a limitation, specification or discrimination related to race, sex, gender identity, marital status, sexual orientation, age, disability, veteran status, religion, color, ancestry, national origin, or genetic information.

e. When recruiting professionals, campus and community tours and social activities may be included during the on-campus interview process.

E. Final Candidates and Offers of Employment

1. For searches involving a screening committee, the committee submits to the appropriate hiring administrators a written report containing the strengths and weaknesses of each of the final candidates (all those candidates who were interviewed).

   a. The screening committee (or hiring supervisor, as applicable) submits to the AA/EO Officer the complete record of the screening process, including all applications, documentation of reference checks and interview evaluations.

   b. If hiring administrators consider none of the candidates recommended by a committee to be acceptable, the screening committee may be asked to consider the reserve pool of candidates.

2. Receipt and verification of appropriate screening documentation prompts the AA/EO Officer to initiate the Personnel Action phase of the online Position Requisition by entering placement goals established by the Affirmative Action Plan and relevant data for the applicant pool to be considered by hiring administrators.

3. When candidates are assessed to be substantially equally qualified for a position, a member of a protected class should be given preference if underutilization exists. If members of two protected classes are substantially equally qualified for the position, the member of the more underutilized class should be given preference.

4. The position supervisor offers a hiring recommendation to the appropriate Vice President, then signs off on the Personnel Action certifying that he or she is not related to the recommended candidate and recommending a starting date.

5. The Vice President submits a hiring recommendation via the online Personnel Action form for the President’s approval.

6. An offer cannot be made to a candidate until:

   a. The President has entered approval of the candidate, salary and starting date in the online Position Requisition/Personnel Action form.
b. Satisfactory criminal background check has cleared. A satisfactory background check is indicated by the absence of criminal conduct that bears a demonstrable relationship to successful performance of the position as interpreted by the Human Resources Director.

c. Successful completion of pre-employment drug testing, required for faculty in programs where such drug testing is required of students for admission.

7. Should the candidate reject the offer, the Human Resources Director will notify hiring administrators by re-setting the Personnel Action system, prompting the selection of a new candidate.

F. Closing the Search

1. Upon acceptance by the selected candidate, the Human Resources Office notifies all remaining candidates of the selection of an individual to fill the position.

2. The search files are closed and all documentation, records and reports relating to the search process, including records of all written and verbal contact with applicants, will be stored in the Human Resources Office for a minimum of three years.

G. Interim Appointments

An interim appointment to a position is a temporary reassignment of an employee as a short-term solution in order to continue the day-to-day activities of a unit. When an interim appointment occurs, the employee normally assumes the full responsibilities of the vacant assignment. Interim assignments normally should be for a minimum of four weeks and should not exceed a year in duration. It is the policy of West Virginia University at Parkersburg that individuals who assume an interim appointment may apply for the permanent position unless a prior understanding exists.

The following guidelines apply when appointing an individual to an interim position:

1. The Vice President seeks authorization to fill a position on an interim basis by initiating a Request for Waiver of Posting Requirement form available from the AA/EO Officer or Human Resources Director.

2. When recommending an individual for appointment to an interim position, the appropriate administrator will indicate in writing the procedure used to identify the individual. The procedure should ensure that consideration is given to all individuals who would qualify for the position. This is best done through an open procedure with sensitivity to minority and women employees in the unit.

3. The letter of appointment issued by the Human Resources Director will include a statement indicating whether the interim employee may apply for the permanent position, if applicable. The letter should also make clear that the individual's original position would be available upon completion of the interim appointment. The employee shall also be made aware that the assignment to the interim position does not guarantee an eventual permanent assignment to the position.
4. An individual who is appointed to an interim position must be qualified to fulfill the responsibilities of that position, unless extenuating circumstances prevail.

5. Interim assignments are not intended to prepare or train an interim employee for a permanent assignment. Time spent by an individual in interim positions cannot be used in determining qualifications for the same permanent position. Experience gained by an individual in an interim dean’s or chair’s position should not represent the primary basis to be used in determining qualifications for the permanent position.

As soon as practicable after a position becomes vacant a search should be initiated.

H. Exceptions to General Posting Requirements

Under certain conditions, the advertising and search requirements for filling a position may be waived upon the recommendation of the AA/EO Officer and approval by the President. The Request for Waiver of Posting Requirement must:

- include a complete explanation of the reasons for the request,
- identify the position title/rank,
- include a copy of the position description,
- identify the candidate and indicate how the person was identified,
- provide a current Application for Employment for the candidate,
- provide the length and terms of appointment.

The circumstances under which an exemption to posting may be granted are as follows:

1. Resignation from an administrative position of a faculty member who will remain with the particular department. If the administrative position is to be filled by someone currently employed at WVUP, no general posting is necessary. The department will be consulted by the Vice President or other appropriate hiring administrator on possible candidates. Consideration must be given to equal opportunity and to affirmative action goals.

2. Vacancy occurring in a faculty or administrative position under time constraints such that a temporary must be appointed to fill the position. An approved Affirmative Action search must begin in a timely manner following the temporary appointment.

3. Reorganization involving collapsing and/or combining positions. Principles of Affirmative Action must be followed and adherence to such principles monitored by appropriate administrators.

4. To re-employ qualified persons affected by layoff. Vacancies may be exempt from posting requirements pending evaluation of the position requirements against the qualifications of those laid off employees on the college recall list. If vacancies have been posted, the position may be removed from the competitive selection process in order to re-employ qualified persons affected by layoff who are on an active recall list.

5. Position changes as a result of disciplinary reassignments following review and recommendation by the Human Resources Director and authorization by the President.
6. **Affirmative Action.** When an appointment or appointments would further the spirit of Affirmative Action and/or comply with a conciliation agreement with the EEOC.

7. **Other circumstances of necessity as recommended by the AA/EO Officer and authorized by the President.**