

**Title: #IV-8A. Hiring Guidelines**

**Date: December 7, 2018** (Replaces version dated June 12, 2017)

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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, pregnancy, 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 AA/EO administrator. The AA/EO administrator 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 based on authority granted by the President and at the discretion of the President.

- A. When a position becomes vacant, the responsible 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 administrator with the assistance of the Human Resources Office. Responsibilities of the position, qualifications, experience and education requirements, etc., shall be outlined in detail. A human resources professional will assist the hiring administrator in properly creating the position description to ensure it accurately identifies the responsibilities and qualifications of the job as determined by the hiring administrator.
    - a. For staff positions, the description shall be prepared on the appropriate position description form provided by the Human Resources Office.
    - b. For faculty positions, the division chairperson 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 electronic [Personnel Requisition](#).
3. For staff positions:
  - a. The assigned Human Resources staff member recommends a job title and classification to the Director, Human Resources, the hiring administrator, and the AA/EO administrator. Once all parties are in agreement, the position description is approved and signed. If all parties cannot agree, the responsible Vice President will make a final determination. If the position reports directly to the President and all parties cannot agree, the President will make a final determination.
4. The Director, Human Resources enters the approved position information on the electronic Personnel Requisition.
5. The Executive Vice President for Finance and Administration documents the availability of funds and budget fund number on the electronic Personnel Requisition.
6. If approval to proceed with a search process is granted by the President, the AA/EO administrator will follow up with hiring administrator(s) and Director, Human Resources to commence the search process:
  - a. In all instances of recruiting faculty exempt/salaried staff, the appropriate Vice President appoints a screening committee and chairperson using a form letter provided by the AA/EO administrator. 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 recruiting nonexempt/hourly staff positions, the hiring supervisor, rather than a screening committee, will carry out the applicant screening process in consultation with the AA/EO administrator.
7. Ethical Responsibilities and Confidentiality
  - a. Individuals appointed to screening committees will be asked to sign an agreement related to confidentiality and ethical responsibilities.
  - b. Screening committee members are responsible for promptly disclosing to their area vice president any appearance of real or potential conflict of interest in a relationship between them and a prospect or candidate.
  - c. Screening committee members and hiring managers must keep all applicant names and materials in a secure location.
  - d. Individuals involved in the candidate screening and interviewing process are responsible for respecting the absolute confidentiality of all prospects and candidates and will not reveal the identity of, or any other information about, prospects or candidates to anyone other than administrators in the hiring area, AA/EO

- administrator, and Human Resources staff before, during, or after the applicant screening/hiring process.
- e. Screening committee members are responsible for fair, accurate, honest and responsible management of information germane to the screening process and for guarding against inaccuracies, carelessness, bias, and distortion made by either emphasis or omission of information.
  - f. All hiring recommendations should place the best interests of WVU at Parkersburg ahead of all special and personal interests.
8. The AA/EO administrator 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 administrator 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 WVUP 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 administrator.
  - b. Screening committees and hiring managers are not authorized to independently devise or implement their own screening measures, tests, or selection procedures. In keeping with the EEOC's Uniform Guidelines on Employee Selection Procedures, all screening tools to be used in WVUP's applicant screening process shall be provided by and/or approved in advance by the AA/EO administrator.
9. The AA/EO administrator 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.
10. In consultation with the appropriate administrator, the Director, Human Resources or designee shall prepare a position announcement consistent with the requirements listed in the position description. The Director, Human Resources, the hiring administrator, and the AA/EO administrator shall review the position description. Once all parties are in agreement, the position description is approved. If all parties cannot agree, the responsible Vice President will make a final determination. If the position reports directly to the President and all parties cannot agree, the President will make a final determination.

- 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:

Education*	Experience**
High School Diploma/G.E.D	4 years experience; or 1 year experience for 1 year of education
Certificate Degree	1 year of work experience after completion of high school/GED
Associates degree	2 years of work experience after completion of high school/GED
Bachelor's degree	4 years of work experience; for a non-related degree, 2 ½ years of work experience (allowing 1 ½ years toward the educational requirement for general education courses)
Master's degree	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
Doctorate or other terminal degree	Related master's degree plus three years of related experience at the appropriate level

\* 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. Experience counted toward the equivalent of an education requirement must be above and beyond any minimum experience requirement.

- 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 Director, Human Resources, WVU at Parkersburg, 300 Campus Drive, Parkersburg, WV 26104

- i. Before a position announcement is posted and advertised, the responsible Vice President, Director, Human Resources or designee, and AA/EO administrator or designee shall approve it. In the case of positions reporting directly to the President, the President shall also approve it.
  - j. The position must be advertised in appropriate and sufficient recruitment sources.
  - k. At least fifteen (15) working days for exempt/salaried positions and ten (10) working days for nonexempt/hourly positions **must** elapse between date of publication of advertisements and the beginning of the interviewing process.
  - l. Hires can occur only at the rank and/or title identified in the advertisement.
11. 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.
  12. When a finalist must travel more than 250 miles to campus interviews for a professional position, they will be offered reimbursement for documented travel expenses up to an established limit to be paid for by the Human Resources Office.
  13. The following recruitment areas are targeted for each EEO job category:

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

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

1. In consultation with the Director, Human Resources, the hiring administrator may identify 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 Director, Human Resources will place the ad in the designated publication(s) after the position announcement has been approved.
  - b. Position announcements shall be posted for a minimum of fifteen (15) working days for all exempt/salaried positions and a minimum of ten (10) working days for all nonexempt/hourly 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 will screen applications and enters applicant data, including Self Identification information, into an applicant tracking system.
  5. The AA/EO administrator 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 administrator advises the President about whether a more intensive strategy to recruit under-represented class members is recommended. The President makes a final determination.
  6. The AA/EO administrator 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 taking into consideration the target date communicated by the appointing administrator for submission of the committee's report.
  2. As applications are reviewed, notes are to be kept by the screening committee justifying the reasons for decisions about whether to advance the applicant in the screening process.
  3. The screening committee, in consultation with the hiring administrator, develops a "short list" of approximately three candidates and contacts past supervisors or other professional references listed on the Application for Employment to obtain reference information by telephone. If reference checks are satisfactory, the screening committee

approves these candidates for interviews and consults with the hiring administrator and the AA/EO administrator 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.
- b. If a candidate withdraws from the search, documentation of the withdrawal (i.e., via letter, email, telephone call) will be placed in the search file.

#### 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, in consultation with the hiring administrator, 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 administrator to screening committees and hiring managers. Supplemental screening methods may not independently be devised or implemented without approval of the AA/EO administrator.
5. Ideally 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 questions or concerns. 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 Human Resources 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 will be designated 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 provided to hiring administrators by the Human Resources Office before the interview.
    - d. The AA/EO administrator 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 finalists. (Finalists are all those candidates who were interviewed.)
  - a. The screening committee (or hiring supervisor, as applicable) submits to the AA/EO administrator the complete record of the screening process, including all applicant evaluations and other screening documentation such as 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 administrator to initiate the Personnel Action phase of the electronic Personnel 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 by the hiring administrator 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 electronic Personnel Requisition 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 electronic Personnel Requisition for the President's approval.
6. An offer cannot be made to a candidate until:
  - a. The President has entered the appropriate approval in the electronic Personnel Requisition.
  - b. Satisfactory completion of a criminal background investigation. 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 Director, Human Resources.
  - 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 Director, Human Resources will process the electronic Personnel Requisition accordingly.

#### 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~~ by 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. 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 appropriate 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 administrator or Director, Human Resources.

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 Director, Human Resources will include a statement indicating, at the determination of the hiring administrator, 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 meet the minimum qualifications for the position.
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 administrator 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 with a complete 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 Director, Human Resources 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 administrator and authorized by the President.**

#### I. Contingency to Promote Timeliness in Hiring

A good faith attempt will be made for the person filling each of the roles designated in these guidelines to have the opportunity to fill that role with each hire. All administrators who have roles in responding to an electronic Personnel Requisition shall designate a proxy who may be authorized to sign on their behalf when they are absent. Each representative is responsible for providing guidance to their proxy about the actions they may be authorized to take. In order to avoid delays in necessary actions, whenever a proxy is uncertain and is unable to reach the representative, the proxy should consult with the representative's supervisor for direction. In the event of unique circumstances, the inability to complete steps within the electronic Personnel Requisition should not prevent otherwise appropriate actions from being carried out. Such actions shall be taken at the discretion of the President and/or Executive Vice President and will be documented by email and copied to the individual responsible.

**Responsible Administrator: AA/EO Administrator, 304-424-8201**