

# **MONMOUTH UNIVERSITY**

## **POLICIES AND PROCEDURES**

**Policy Name: Administrative and Staff Search/Hiring Process and Procedures  
(Full Time and Part Time-Regular and Temporary Positions)**

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### **I. POLICY STATEMENT**

Administrative and staff appointments at Monmouth University are subject to University Policy, as adopted by the Board of Trustees, to implement equal employment opportunity to all qualified applicants for employment without regard to age, race, creed, color, religion, national origin, ancestry, sex, marital status, parental status, affectional or sexual orientation, atypical hereditary cellular or blood trait, veteran status, and mental or physical disability, perceived disability, including AIDS and HIV-related illnesses. Through adherence to this commitment, Monmouth University endeavors to promote diversity and to put employment opportunity within the reach of all. The University has developed affirmative action plans to further these objectives and to comply with Federal Legislation and Regulations.

The Director of the Office of Equity and Diversity is responsible to the Vice President for Administrative Services for all administrative and staff recruitment and hiring processes. As such, the Director of the Office of Equity and Diversity serves as a resource person to assist in obtaining appropriate representative applicant pools and provide oversight of the process.

### **II. Standard Administrative and Staff Search/Hiring Procedures**

A thorough standard search must be conducted when filling regular and temporary full-time and part-time positions. Normally, such a search includes not only widespread publicity of the position, but it also attempts to attract a diverse pool of candidates.

When appropriate, a search committee may be formed to fill University vacancies. Normally, search committees are used for vacancies at the level of Director and above, or for unique University positions where the incumbent will be required to interact with a wide variety of constituents. The area Vice President, in consultation with the President, will make the determination if the formation of a Search Committee is appropriate. The Search Committee

shall be comprised of a minimum of three administrative and/or faculty representatives and should not have more than six representatives. The hiring official shall charge the Search Committee Chairperson with their responsibilities to include the number of applicants to be interviewed and the process. All members of the Search Committee must be present at each interview. Search Committees are not normally used to fill staff positions. For these positions, the responsible supervisor is usually the hiring official.

In unusual circumstances, the requirements for a standard search may be waived, (as described below in Section V.), but only with the prior authorization of the Director of the Office of Equity and Diversity, who has oversight responsibility for the University's hiring processes.

### **III. Standard Search/Hiring Process Includes the Following:**

#### **1. Personnel Action:**

A Personnel Action is completed online for each vacancy. The appropriate Hiring Official completes the Personnel Action online whether the hiring is for a new, temporary, or replacement position. Refer to the [Monmouth University Hiring Manager User's Guide](#) for instructions on the online system.

Log on to the system at <http://jobs.monmouth.edu/hr>

#### **2. Position Description**

One of the most important steps in employee selection is the determination of the duties and responsibilities, qualifications and requirements, and the essential elements of the job so that an appropriately qualified person can be selected. Until the hiring official has objectively established the qualifications and requirements for the position, it is inappropriate to post the position.

The position description begins with a brief summary of the primary job responsibilities and information on the reporting relationships of the position. This can be viewed or updated through the Personnel Action process.

The Personnel Action is used to record the duties, responsibilities, qualifications sought, and fiscal impact of classified and non-classified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information be accurately recorded on this request.

#### **3. Initial Planning Meeting:**

The Search Committee Chair or Hiring Official, if necessary, meets with a Human Resources Officer and/or the Director of the Office of Equity and Diversity to establish and/or review recruitment plans for the position. At the meeting, the following is reviewed and discussed:

- Position description which includes responsibilities and qualifications.

- Special instructions for internal posting and external advertisements.
- Proposed publications, journals, newsletters, newspapers, electronic bulletin boards, or other resources to be used for advertising the position.
- The importance of appropriately and specifically stating the *minimum* qualifications for the position.
- The role of the Human Resources Office as the central point for placing all advertisements and the central point for overseeing the system wherein all online resumes and applications for the position are received.
- The completion by the hiring official of the online applicant status evaluation and interview process documentation.
- Conducting of the required background/reference checks.
- The proper online documentation of the recruitment/search process.
- Compliance with appropriate Collective Bargaining Agreements.

#### 4. Receipt of Applications and Resumes:

Applications are received online and screened through the recruitment system based on the job's required qualifications. Applications must be submitted online no later than 5:00 p.m. on the established cut-off date in order to be considered for the position. The Search Committee Chair or Hiring Official electronically has access to view each qualified application received by the established cut-off date. The recruitment system sends a standard acknowledgment e-mail to all qualified applicants who complete the process online and creates an official list identifying all applicants who are eligible to be considered for the vacancy.

#### 5. Application:

It should be noted that only those candidates satisfying the *required qualifications* established for the position may be considered for interviews and for subsequent selection/appointment.

In the event that the hiring official or search committee is unable to find acceptable candidates to interview from the pool of qualified applicants, the search may be extended by re-advertising the position. **The hiring official or search committee chair must obtain approval for a new search from the Director of the Office of Equity and Diversity.**

#### 6. Interviews:

All interviews should be conducted following the guidelines and recommendations in the publications: The Search Committee Handbook, and Interview Guide for Supervisors. These publications are available from the Office of Equity and Diversity.

The Vice President for Administrative Services or designee and the Director of the Office of Equity and Diversity reserve the right to participate in the interview process as they determine appropriate. Candidates scheduled for an interview must begin the process with the Human Resources Office. The applicant must have completed an online Monmouth University Employment Application, be deemed qualified, and have successfully completed any required testing prior to continuing with the interview process.

#### **7. Background Checks:**

Background checks should be conducted by the Human Resources Office. Under no circumstances shall a candidate be hired without the appropriate background checks having been conducted. See University policy on conducting background checks for University employees at <http://jobs.monmouth.edu/hr>.

#### **8. Reference Checks:**

Reference checks should be coordinated with the Human Resources Office. Under no circumstances shall a candidate be hired without the appropriate reference checks having been conducted. Reference checks should be documented using the Reference Check Form available in the Human Resources Office.

#### **9. Appointments:**

At the conclusion of a search and after completing the applicant status/interview documentation process, the Hiring Official should electronically submit a Hiring Proposal indicating the candidate selected to fill the position.

At this point in the process all related documents, referred to above in Section III.5, should be electronically reviewed by the Office of Equity and Diversity. Appointment offers *may not* be made to a candidate until the appropriate steps have been completed and the search has been reviewed by the Office of Equity and Diversity. The actual offer of employment shall be made by the Human Resources Office.

Appointment letters for administrative employees are prepared on behalf of the President by the Human Resources Office. Upon completion of the review process, the Assistant Director of Human Resources for Recruiting will forward the appointment letter to the President for authorization.

#### **IV. Outside Search Agencies:**

- A. The President must approve the use of outside search firms. All search firms retained by the University must provide the documentation required by Monmouth University to comply with federal law demonstrating that appropriate outreach was conducted to attract a diverse pool of applicants. The University has the following responsibilities in its use of executive search firms:

1. To monitor the process of solicitations for applicants conducted on its behalf by the search firm;
  2. To notify the search firm of its EEO/Affirmative Action Policy, its desire for a diverse pool of applicants, and to instruct the search firm to actively seek a diverse applicant pool;
  3. To monitor the race and gender composition of referrals, as much as possible, from the search firm;
  4. To conduct inquiries with a search firm that fails to attract minority or female candidates;
  5. To replace a search firm that fails to take affirmative action on behalf of the University.
- B. In the event that the search firm fails to locate any minority or female applicants, the firm should be directed to state in writing what “good-faith actions” it undertook to attempt to locate such qualified applicants.
- C. Once an outside search firm has been approved to conduct a search on behalf of the University, a representative of the firm, the University hiring official and the Director of the Office of Equity and Diversity should meet to discuss the role of the University in the search process, and the University’s EEO/Affirmative Action Policy, internal process, and documentation requirements.

## **V. Variances from Standard Procedures for Special Situation**

- A. The University will normally use the standard procedures described above to recruit, evaluate and hire employees. However, under certain circumstances and in unique situations, administrative and non-union staff positions may be filled on a temporary or regular basis without conducting a formal search. The Personnel Action process is still required and may include posting only on the University website for application purposes. Hiring proposals may also be required, and interviews/applicant statuses must be updated. Situations may arise in which a full search, or indeed any search at all, is not appropriate. Examples of situations which may fall under these circumstances include, but are not limited to:
1. Positions which meet the following four conditions: a) are inherently difficult to fill; b) have a high turnover rate; and c) where word-of mouth recruiting has proven to be more successful and cost effective than advertising.
  2. Temporary/short duration positions, including temporary office staff, summer program staff, Summer Theater actors and staff, Facilities Management positions for special short-term assignments/projects such as Commencement and in-house construction projects and Athletics summer camp program personnel.

3. Presidential appointments: Limited situations may occur in which an opportunity arises to recruit and appoint a distinguished individual to fill new or vacant positions.
- B. Variances from standard procedures may be acceptable in these and similar situations. However, the circumstances that occasion them and the procedures actually followed must be documented. Variances from the standard search procedures may not require the department head to meet with a Human Resources Officer and Director of the Office of Equity and Diversity; however, it will require close monitoring by the department head to ensure that the University EEO/Affirmative Action policy is not violated. When a position vacancy appears to meet the requirements for a variance, the following procedure should be followed:
1. A personnel action must be submitted along with a memorandum outlining the process to be followed to fill the vacancies.
  2. The position vacancy must be announced to the greatest extent possible. The announcement may be accomplished through posting and word-of-mouth. An application cut-off date is not required.
  3. All qualified applicants must apply online and must be given full consideration based on the requirements for the position and their qualifications.
  4. The department conducting the search must document and forward electronically all actions related to the specific search to include:
    - a. Method used to advertise the position.
    - b. List of applicants who applied for the position.
    - c. Copy of the posting forwarded to the New Jersey Employment Service. (Human Resources will complete this requirement upon receipt of the personnel action).
    - d. List of applicants who qualified for the position.
    - e. List of applicants who were selected for an interview.
- C. Once a candidate for appointment has been selected, the Department Head should forward electronically a hiring proposal recommending the appointment for approval. Appointment offers **may not** be made to a candidate until the appropriate documentation has been completed and reviewed by the Office of Equity and Diversity. The actual offer of employment shall be made by the Human Resources Office.
- D. The hiring official must ensure that the selected applicant reports to the Human Resources Office on the first day of employment to complete all required payroll and employment documents.