

JACKSONVILLE STATE UNIVERSITY
Manual of Policies and Procedures

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DATE: August 2016

REVISION/REVIEW DATES: August 2018, October 2020

SUBJECT: Recruitment and Selection

APPROVED: Dr. Don C. Killingsworth, Jr. President

PURPOSE OF THE POLICY

The purpose of this policy is to ensure that Jacksonville State University (JSU) utilizes due diligence in the identification, recruitment, and selection of qualified candidates who are best suited to meet or exceed the needs of JSU and the established minimum qualifications for available positions. This policy specifically concerns the recruitment and selection phases of the University's hiring process.

POLICY

Jacksonville State University (JSU) shall facilitate all recruitment, selection, and employment activities, both internal and external, through either competitive searches and/or internal marketing processes, without regard to race, color, sex (including pregnancy, sexual orientation or gender identity), age, national origin, religion, disability, genetic information, or veteran status. All recruitment and selection processes shall be guided by the University's commitment to diversity, as addressed in University Policies and Procedures, the University's Affirmative Action Plan (AAP), the Strategic Diversity Plan (SDP), and relevant state and federal laws.

The Department of Human Resources (DHR) is responsible for coordinating the recruitment activities for all vacant positions; all recruitment activities shall be facilitated via the University's official Talent Management System (TMS). The DHR will only initiate recruitment activities upon approval from the President or his/her designee.

DEFINITIONS

Applicant: An individual who has expressed interest in a vacant position by submitting an application to a job posting.

Candidate: An individual who is being considered for vacant position.

Emergency Hire: A sudden unforeseen situation that requires immediate action to ensure programmatic, property, safety, or health needs of the University's programs, employees, or property are met. Such a hire is exempt from the administrative hiring **processes**.

Grant Funded Positions: These are time-limited positions established to perform work directly associated with a time-limited project and are typically funded by Federal or other Funds.

Hiring Authority: Those employees serving in the role of Dean, Vice President, Provost, or President.

Hiring Manager: The immediate supervisor of the vacant position.

DEFINITIONS (continued)

Acting Appointment: A temporary appointment to act as a substitute where the incumbent remains employed in the position but is not available to fulfill the responsibilities due to an emergency, illness, approved leave of absence, administrative leave, or back-filling for an administrator serving in an acting assignment.

Interim Appointment: A temporary appointment (e.g. Visiting Faculty) to a position that has been vacated and is deemed necessary to fill on an interim basis until a regular appointment is made.

Recruitment Requests:

Request for recruitment must be submitted on a **Position Justification and Request form** and routed through the appropriate chain of command to be added to the agenda for the Personnel Action Committee (PAC) to review. No recruitments shall begin without PAC and/or President approval. The PAC is scheduled to meet at minimum of once a month. All PAC approvals are communicated via email to the Division Vice President for dissemination to departments. The HR Representative is informed of all approvals and contacts the Hiring Manager to review and initiate process/complete a HR Recruitment Consultation. An updated position description must be approved in the TMS prior to the recruitment requisition being created and submitted for posting. The HR Recruitment Consultation includes discussion of position attributes and any applicable EEO/AA hiring goals. The consultation will also establish recruitment and advertising strategies to include: posting period, anticipated hire date, recruitment method (search committee or institutional process), preferred knowledge, skills, abilities, other characteristics of candidates, type of recruitment (internal or external considerations), application documentation required (CV/Resume, Writing samples, Teaching Philosophy, unofficial transcripts, etc.), on- campus visits, handling of out of state candidates (relocation reimbursement) , and considerations when hiring non- US citizens.

Relocation reimbursement:

- only positions of full-time faculty and Director or above qualify for relocation reimbursements
- reimbursements may not exceed \$3,000 unless VP approval allows for more
- any reimbursements are at the expense of the department and must be approved by the VP
- if relocation reimbursement is approved, the assigned HR Representative must be notified via email to ensure the agreement is included in the offer/appointment letter
- reimbursement must include receipts and adhere to IRS guidelines

Immigration Considerations:

The University wants to hire the best qualified applicant. Once the applicant list for interview is approved by the Hiring Authority, the Hiring Manager must:

- review applications to determine if current authorization to work is needed and if so, if future authorization will be required
- inform both the Hiring Authority and HR Representative of possible sponsorship
- at no time should an applicant be disqualified due to immigration status
- before making an offer to a candidate who will need sponsorship, please inform the HR Representative for review and advisement on the candidate's eligibility for employment at JSU (both temporarily and on a permanent basis).
- HR Representative will ensure the conditional offer of employment will include the language regarding the contingency of having employment authorization to assume the position.

Recruitment Process:

Full-time Faculty positions: All full-time faculty searches require a Search Committee. The general advertising timeline for faculty positions is a minimum of 30 days; however, in the event a search needs to be extended, the hiring manager will communicate to the assigned HR Representative the desire to extend the search. Faculty positions will be posted on the JSU Careers website, and with other pre-determined national websites such as the Chronicle and HigherEdJobs. Additionally, at the cost of the department, hiring managers may select to post vacancies with discipline-specific organizations, publications, relevant websites which are distributed nationally, and/or with local and professional groups. The Hiring Manager must obtain the approved posting language from the assigned HR Representative. Submitted applications are vetted for minimum requirements by the Search Committee and hiring manager.

Adjunct faculty positions: All adjunct positions are continuously posted on the JSU Careers website to establish a qualified pool of candidates for which the department may select as the need arises. The department must update the application status to initiate the certification to teach and hiring process. The Office of the Provost and Senior Vice President for Academic Affairs will review the credentials of the recommended individual to ensure that the individual is appropriate for the position. If approved, the department will update the application to the appropriate status in the TMS to inform the assigned HR Representative to initiate the pre-employment/hiring process.

Staff positions including Time-Limited positions: Director level and above recruitments require a Search Committee. The advertising timeline for staff positions can range from five business days to at least two weeks, depending on the degree and experience level required. In the event a search needs to be extended, the hiring manager will communicate to the assigned HR Representative the desire to extend the search. The position will be posted on the JSU Careers website, and with other pre-determined national/state websites. Additionally, at the cost of the department, hiring managers may select to post vacancies with professional publications, relevant websites which are distributed nationally, and/or with local and professional groups. The Hiring Manager must obtain the approved posting language from the assigned HR Representative. Submitted applications are vetted for minimum requirements by the assigned HR Representative prior to being forwarded for review.

Grant Funded Positions: Recruitment and hiring for grant-funded positions are facilitated in the same manner as staff positions. In general, the advertising and hiring process involves developing a position description, getting approval to initiate recruitment, advertising the position, interviewing applicants, and making a selection. The Department of Human Resources must obtain a copy of the Grant Narrative and Personnel Details prior to initiating the recruitment processes. Specific personnel and required qualifications as well as a description of the responsibilities of a grant-funded position must be identified in the Grant Narrative. Employees hired with grant funds are typically said to be on “soft money,” which means their employment is limited to the duration of the grant.

Recruitment and Selection Procedures:

- Position is approved for recruitment
- HR Representative will contact the Hiring Manager and conduct a Recruitment Consultation:
 - To ensure the position description has been updated and the recruitment requisition has been submitted
 - to discuss position attributes and any applicable EEO/AA hiring goals.
 - To establish recruitment and advertising strategies such as the posting period, anticipated hire date, recruitment method (search committee or institutional process), preferred knowledge, skills, abilities, other characteristics of candidates, type of recruitment (internal or external considerations), application required documentation (CV/Resume, Writing samples, Teaching Philosophy,

- unofficial transcripts, etc.), on-campus visits, handling of out of state candidates (relocation reimbursement), and considerations when hiring non- US citizens.
 - To determine the frequency applications are to be transitioned for review
- HR Representative will forward submitted applications for review
- Hiring Manager and Search Committee (when applicable) vet applications utilizing a formalized rubric provided by Human Resources
- Interview list is finalized by the Hiring Manager, reviewed and approved by the Hiring Authority, and emailed to the assigned HR Representative.
 - If recruitment is listed as “open until filled”, the posting will be closed for applications. If first round of interviews is not successful, the Hiring Manager must notify the HR Representative so the recruitment posting can be updated and reopened.
 - All candidates not selected for interview will be coded as such and a system email will be sent.
- If first round of interviews is successful and candidates are selected for second round interviews, the Hiring Manager will finalize the list and obtain Hiring Authority approval. The Hiring Manager (or Search Committee Chair if applicable) must email the approved list to the HR Representative.
- All interview questions must be provided to the HR Representative by the Hiring Manager or Search Committee Chair (when applicable) for review and approval prior to the interview process.
- The hiring manager (or Search Committee Chair if applicable) will email on-campus interview itineraries to the HR Representative.
- Reference Checks must be completed as follows:
 - For those recruitments with a Search Committee the Reference Checks must be completed prior to the on-campus interviews. This provides an additional evaluation tool. A template for conducting reference checks is provided by Human Resources.
 - For recruitments without a Search Committee, the hiring manager must complete the reference checks once the selection for hire has been made.
 - All reference checks must be forwarded to the HR Representative using the assigned template.
- The Search Committee (if applicable) will make a recommendation for hire to the Hiring Manager.
- Hiring Manager makes final hire recommendation to the Hiring Authority for review and approval.
- Hiring Manager creates and routes the Offer Card via the TMS. No verbal offer can be made until the Offer Card has been approved by the President.
- The HR Representative will initiate the background screening and hiring process.
- All candidates will be informed of selection status via the TMS after an offer has been accepted. It is highly recommended that the Hiring Manager or Search Committee Chair (if applicable) send personalized emails to the applicants who were interviewed and not selected.
- All interview and selection documentation must be collected by the Search Committee Chair (when applicable) or Hiring Manager and provided to the HR Representative.

Advertising: The Department of Human Resources is committed to the continuous identification and evaluation of broad and diverse advertising strategies. The University has pre-determined reputable organizations, sites, nationally distributed publications, and discipline-based organizations which can be counted on to reach diverse audiences with well-qualified potential applicants. All recruitments, including grant-funded positions, must adhere to the University’s advertising requirements.

Departments are responsible for the cost associated with any advertisements except those listed below. The additional advertisements may include discipline-specific organizations, publications, relevant websites which are distributed nationally, and/or with local and professional groups.

The Department of Human Resources is responsible for the following advertisement resources:

- The Chronicle of Higher Education - all faculty, administrative/managerial, and highly specialized positions
- HigherEdJobs - all faculty, administrative/managerial, and highly specialized positions
- Alabama Workforce System (AlabamaWorks) – all entry and mid-level staff positions, and skilled and technical labor

Hiring Manager: For all faculty and Director-Level or above positions, the Hiring Manager, with consultation from the hiring authority selects a Search Committee which includes a Chair and at least three additional members ensuring a diversified group that represents the campus community. The Hiring Manager and Chair shall discuss departmental and University needs, including but not limited to diversity and affirmative action goals, educational and research requirements, experience, and additional knowledge, skills, and abilities. The Hiring Manager shall charge the committee with their task and ensure all expectations and needs are understood and communicated. The Hiring Manager shall review all applicants and compare the Committees' recommendations to the applicant pool. The Hiring Manager may add to the Committee's recommendation list but shall not take away unless detailed discussions and additional review by the Committee occurs (e.g. a miscommunication in degree program).

Search Committees: A formal search committee should be established for all faculty and Director- Level or above positions, including grant-funded positions. The purpose of the search committee is to support the University's goals of achieving excellence and diversity by assisting the hiring manager with the search process including screening the applicant pool and recommending potential candidates for hire. The Search Committee shall include a Chair and at least three additional members as established by the Hiring Manager. The committee should reflect the diverse campus population. The Hiring Manager communicates the approved Search Committee to the assigned HR Representative who shall review training requirements and ensure appropriate system access is granted. The hiring authority and the hiring manager are not members of the search committee; however, they are active members of the entire recruitment process. A Search Committee member shall not be an applicant nor be a reference for any applicant for the position.

All Search Committee members are required to:

- actively participate in all aspects of the search process
- become familiar with the requirements of the position to be filled
- assist in developing guidelines for evaluation and screening of applicants
- review all applications, resume/CV's, cover letters and any other documents submitted by the applicant
- complete the rubric for assessment of all applicants
- maintain confidentiality of the search process
- adhere to all federal and state laws and JSU policies regarding discrimination in employment

Screening Committees: formal and informal screening committees may be established at the discretion of the Hiring Manager and approval of the Hiring Authority.

- Formal Screening Committees are assigned for searches utilizing a Search Firm. The Screening Committee is a diversified group that represents the campus community and performs the duties of a Search Committee except for recommending of candidates for hire. The screening committee works closely with the hiring authority and search firm representative to vet and interview candidates. The screening committee will notify the hiring manager/hiring authority of qualified candidates for the interview process and then provide feedback as to whether candidates should no longer be considered. The Hiring Manager/Hiring Authority makes the final determination for hire.
- Informal Screening Committees are assigned to staff positions that do not require a search committee but the Hiring Manager/Hiring Authority may desire feedback as to whether candidates should still be considered. These committees are usually made up of individuals who will work

closely with the position. The Hiring Manager/Hiring Authority makes the final determination for hire.

Training: The Department of Human Resources will provide annual training to hiring managers and search committee members on topics related to the search process and best hiring practices. Individuals trained in the prior 12 months will not be required to repeat training for each committee assignment unless significant HR processes have changed. Hiring Authorities will be provided training upon hire and when significant HR processes have changed.

Evaluation of Candidates: The hiring manager and/or committee members must establish evaluative criteria to screen candidates. This is a selection tool that must be collectively merged within the interview requirements and administered for each candidate being considered for the position. The Hiring Manager shall inform the assigned HR representative of any applicant selections for interview, updates on the search and/or any issues or concerns raised. For all positions with a Search Committee, the Chair is responsible for informing the assigned HR representative of any applicant selections for interview, updates on the search and shall discuss any issues or concerns raised with the Hiring Manager.

Pre-Employment Requirements: Upon receipt of an approved offer card, the HR Representative will prepare and transmit a conditional offer of employment to the selected candidate (in the case of faculty hires, deans and department heads may request to make the initial point of contact for the conditional offer), and will further initiate the pre-employment screening process (refer to Policy [1:02:14 Pre-employment Requirements](#)).

The pre-employment screening includes:

- Background check
- Reference checks
- Official transcripts
 - Non-Academic positions, HR Representative will request official transcripts of the highest degree earned. Transcripts must be sent to Talentacquisition@jsu.edu or Attn: Human Resources, 700 Pelham Road N, Jacksonville AL 36265
 - All Academic Affairs non-teaching positions must provide the highest degree earned and all teaching positions must submit official academic transcripts for all institutions attended. The Hiring Manager or Search Committee Chair (if applicable) must request official transcripts to be sent prior to on campus interviews. All transcripts must be submitted to facultycredentials@jsu.edu or to the Attn: Provost Office, 700 Pelham Road N, Jacksonville AL 36265

Types of Recruitment:

Internal Recruitment: Internal searches are limited to Jacksonville State University employees only. The President, upon the recommendation of the Provost or a Division Vice President, may determine that it is in the best interest of the university to conduct an internal search to fill a vacant position. Internal recruitment will be utilized to support career mobility of existing qualified employees. Employees who meet the minimum qualifications for a position must be employed at least one year in order to be considered for a position outside of their current department; to be considered for a position within their current department, qualified employees must be employed at least six (6) months. All exceptions to the waiting period(s) must be approved by the appropriate Division Vice President. All employees being hired for another position must have a current satisfactory performance evaluation on record with the DHR or with the Provost's office in the case of faculty.

Temporary Recruitment: Temporary employment opportunities are initiated at the department level and facilitated through the TMS. A department may hire an employee for a temporary appointment for the purpose of accomplishing a short-term assignment, a peak load assignment, project-based assignment, or to replace an incumbent on an approved leave of absence.

Temporary appointments shall not exceed one year (12 months) and requires a 30-day break in service before returning to a temporary appointment.

Working Retiree Recruitment: Working retirees who are recruited for temporary assignments must have a 30-day break in service as per the Retirement System of Alabama (RSA) before beginning re-employment as a working retiree. Working retirees are subject to the limitations set by RSA and the Alabama Ethics Commission. Working retirees in staff positions must be re-hired in increments not to exceed one year and working retirees in a faculty role must receive assignments each semester.

Student Employees: Graduate Assistants/Student Assistants/Federal Work Study positions are also part of the University's official hiring process and must be initiated at the department level through the TMS. All applicants for student employee positions must be current JSU students and must submit an application through the official applicant tracking system. Students can search for available positions at: <http://careers.jsu.edu/>.

Recruitment Waivers/Appointments:

The University uses competitive processes for recruitment and selection, however there may be circumstances when an alternative appointment process is necessary to fill a position without conducting a recruitment. All requests must be submitted and approved by the Division Vice President and submitted for final review/approval by the President. Circumstances of such appointments are described below.

- Professional Services Contract – a critical, immediate, and temporary need for an individual to perform professional services. The hiring manager and/or hiring authority must review and submit a Professional Services Contract for review/approval with the Division Vice President, ensuring adherence to IRS regulations. These contracts are funded from the division's or department's Operational budget and the individual is considered an Independent contractor.
- Temporary Appointment – a critical, immediate, and temporary need for an individual to perform entry level and support positions or professional services for an individual that doesn't meet the IRS regulations for a Professional Services Contract. These positions may be funded with available position budget or transfer of operational budget. These positions are time limited.
- Temporary Acting Appointment – typically reserved for administrative positions and is used until the recruitment of or permanent appointment is assigned.
- Business Necessity/Uniquely Qualified – a career employee is available whose unique knowledge, skills and/or abilities are critical to the department's function and whose qualifications are not readily available in the market.
- Emergency hire – a sudden unforeseen situation that requires immediate action to ensure programmatic, property, safety, or health needs of the University's programs, employees, or property are met. The intent of the emergency hire is to respond in a timely manner to a crisis occurrence or an urgent situation which requires immediate action.
- Target of Opportunity – when the opportunity to appoint an existing employee who meets the requirements of the position is available and such an appointment will provide a monetary benefit or will meet immediate business necessity of the University and/or department. This includes opportunities for reassignments for employees whose positions have been identified for elimination due to funding, budget, or program restructure.
- Internal Promotion – to support career progress for current staff when there is a University business need and a career employee has demonstrated readiness for upward advancement.
- Sponsored Funding Restoration – when an employee was involuntarily separated from a sponsored program due solely to the lack of funds. In such cases, the employee must be placed in the same position as previously held prior to separation.

Search Firms:

The use of a Search Firm is only allowed with the approval of the President and is usually limited to Dean level and above positions. The Search Firm assigned representative works closely with the Hiring Authority and Human Resources and guides the Screening Committee throughout the process. The Screening Committee is usually at least ten members to ensure an accurate representation of the diverse campus community.

Related Documents:

The following checklists have been developed to facilitate the recruitment and selection process for hiring managers and Search Committee Chairpersons:

[FORM 120 - Hiring Manager Checklist](#)

[FORM 121 - Search Committee Chair Checklist](#)

RESPONSIBILITY

The Department of Human Resources has responsibility for this policy.

EVALUATION

The policy will be evaluated on every three (3) years by Director of Human Resources