



Department of

Human Resources

SEARCH AND SELECTION PROCEDURES

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UNIVERSITY of ST. THOMAS

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Search and Selection Procedures

Introduction

The University of St. Thomas is an affirmative action, equal employment opportunity employer that actively seeks to attract, hire, and retain a high caliber diverse workforce comprised of employees whose talents and experiences best equip the University to accomplish its mission.

As such, the University is committed to providing a workplace that offers equal employment opportunity for all persons. The University of St. Thomas will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, ancestry, national origin, sex, sexual orientation, disability, age, marital status, or status with regard to public assistance. With respect to religion and creed, as permitted by law, the university reserves the right to exercise discretion in employment decisions to employ persons who share and are committed to the values and mission of the university.

The University is committed to continuing its efforts to strengthen and improve its recruitment and selection process to assure that qualified applicants are not discriminated against and to initiate positive actions to hire and promote members of historically under-represented groups.

These guidelines are provided to assist hiring officials, search committees, and support staff, as they plan, initiate, and/or participate in the University's search and selection process by:

- Summarizing the search and selection process;
- Clarifying roles and responsibilities;
- Providing strategies for developing diverse and qualified applicant pools;
- Offering guidance about effective screening and selection criteria; and
- Providing tools, resources and samples of forms and letters needed during the process.

The goal of the following procedures is to help hiring officials recruit and hire qualified individuals who can contribute to the mission of the University of St. Thomas. This should be the focus of all aspects of the search and selection process, including planning, advertising, screening and interviewing, and making recommendations to hire candidates.

This document provides a detailed description of the process that needs to be followed when conducting a search. The corresponding "Search Checklist" provides a brief outline of this process.

While these guidelines are discussed within the framework of University policy and legal requirements, it may become necessary to change or modify them. All questions regarding the University's search and selection process should be directed to the Human Resources Department at 651.962.6510.

Equal Employment/Affirmative Action/Diversity

Before beginning a search, it is helpful to understand the difference between the concepts of “equal employment opportunity,” “affirmative action,” and “commitment to diversity.”

Equal employment opportunity means that all individuals must be treated equally in all employment decisions, including hiring. Each applicant must be evaluated on the basis of his or her ability to perform the duties of the position without regard to race, color, religion, sex, age, national origin, disability, sexual orientation, veteran status or any other protected status under applicable local, state or federal law.

Affirmative action requires that additional efforts be made to increase employment opportunities for women, persons of color and disabled persons when there is underutilization in a job classification. Affirmative action also requires an organization to demonstrate a good faith effort to recruit, employ and advance in employment, qualified individuals with disabilities. These efforts may include expanded outreach and recruitment to increase the pool of qualified women, persons of color, and disabled persons.

Diversity is a broader, more inclusive concept. An organization that is committed to diversity:

- welcomes, values and engages people heterogeneous in background, perspective and experience;
- builds a community in which people feel included, understood and appreciated; and
- recognizes the power of difference and creates opportunities to build on the strengths of a rich and varied community of committed individuals.

At St. Thomas, we recognize and value the power in diverse perspectives and experiences, and seek to build and sustain an inclusive community. Therefore, a commitment to diversifying our campus community is imbedded in the strategies described in this guide. We demonstrate this commitment by extending beyond federal and state equal opportunity and affirmative action requirements.

Definitions

Affected Class:

A group or groups of individuals, as determined by state and federal law, who have historically been discriminated against in employment on the basis of race, gender and disability status.

Underutilization:

Occurs when an institution has fewer minorities, women and disabled persons in a particular job classification, job title, or job category than would be reasonably expected based upon their availability in the census data.

Reporting Structure:

The individuals in the chain of command from the executive vice president through the vice president, dean/director, manager and supervisor.

Academic and Administrative Leadership:

A body comprised of deans, academic program directors, vice presidents, and other direct reports of the two University executive vice presidents.

Appropriate Executive Vice President:

There are two executive vice presidents: Executive Vice President for Academic Affairs and Executive Vice President for Administration.

Hiring Officials:

For administrative areas, the department head, or the supervisor of the position when designated by the department head, as appropriate. For academic areas, the dean, in collaboration with the department chair, or the department chair when designated by the dean as appropriate.



This symbol indicates that a form must be completed at the specified step.



This symbol indicates that the step is directed toward faculty searches.

Approval to Recruit

Staff Replacement Positions



Job Profile

A current job profile is needed to post and fill a replacement position. The job profile should be reviewed and updated, or created to accurately reflect the responsibilities and qualifications of the position.

The Job Profile should be forwarded to the designated Human Resources Partner. The Human Resources Partner works with a representative from the Compensation section of the Department of Human Resources to assure the position is appropriately classified. The Human Resources Partner communicates the results of the classification review to the hiring official within two working days of receipt of the completed job profile.



Position Requisition

To post and fill a replacement position, approval is needed from the appropriate member of the Academic and Administrative Leadership Committee and the appropriate Executive Vice President. The hiring official must submit a Position Requisition on the University's Talent Management System.

The Position Requisition will be processed through the hiring official's reporting structure for approval using the University's Talent Management System. Once approval is received, the hiring official should work with the designated Human Resources Partner to start the recruitment process.

Staff New Positions



Job Profile

A job profile is needed to obtain approval to post and fill any new positions. For assistance in creating a job profile, contact the designated Human Resources Partner.

The Job Profile should be forwarded to the designated Human Resources Partner. The Human Resources Partner works with a representative from the Compensation section of the Department of Human Resources to assure the position is appropriately classified. The Human Resources Partner communicates the results of the classification review to the hiring official within two working days of receipt of the completed job profile.



Position Requisition

To post and fill a new position, approval is needed from the appropriate member of the Academic and Administrative Leadership Committee, the appropriate executive vice president and the President's Staff. The hiring official must submit a Position Requisition on the University's Talent Management System.

The Position Requisition will be processed through the hiring official's reporting structure for approval using the University's Talent Management System. If approved, the executive vice president, will bring the request to the President's Staff for final approval.



Faculty Positions





The dean will confer with the Chief Academic Officer to request approval for replacement or creation of a full time, tenure or tenure track, limited term and visiting positions (adjunct faculty are not covered by these hiring guidelines). If the dean has designated the department chair as the hiring official, the department chair will confer with the appropriate dean, and subsequently, the dean with the Chief Academic Officer to request approval for replacement or creation of a position. A description of the position and rationale for the position will be reviewed at this time. This should be completed by the end of April. Preliminary approval will be granted or declined by the end of the first week of May.

This approval is only a preliminary approval to recruit. Final approval to initiate the search is not granted or declined until after the review of the entire search process by the Chief Academic Officer, including Position Requisition and Recruitment Strategies on the University's Talent Management System, as well as any corresponding documents of all academic units.

Recruitment

Recruitment Strategy

 The Recruitment Strategy form is part of the Position Requisition process on the University's Talent Management. The form will include information about utilization of affected class members and what specific steps will be taken during the recruitment process to attract an adequate pool of qualified applicants, including women, persons of color and disabled persons.

 For faculty searches, the completed Recruitment Strategy form, a draft of the job posting and a draft of the advertisement must be forwarded through the dean/program director to the Chief Academic Officer. The Chief Academic Officer will review these materials and give a final approval or decline to give final approval for the search. The Chief Academic Officer will notify the dean/program director/department chair/search committee chairperson and the designated Human Resources Partner of the decision.

The Human Resources Specialist/Partner will work with the hiring official to create and finalize an employment announcement for the position based on the responsibilities and qualifications outlined in the job profile form. All job postings will include the following notation. "The University of St. Thomas is an AA/EEO Employer. Women, persons of color, and disabled persons are encouraged to apply." There will be a common description of the university, including our commitment to diversity, and the Twin Cities to be used in ads. Human Resources will have this language.

All employment announcements for positions that require employment investigations include this requirement as a condition of employment.

The position must be posted on the University's web site and the job posting board in Aquinas Hall on the St. Paul Campus for a minimum of ten (10) business days to allow all potential applicants ample time to apply for the position.

For staff searches, the hiring official may conduct an internal or external search. However, in either search, the hiring official must show a good faith effort to attract and appoint women, persons of color and disabled persons by recruiting broadly and aggressively.

Search Committees

Exempt and Faculty Positions

All recruitment activities initiated to hire exempt employees and faculty require the appointment of a search committee.

 Faculty should consult the Faculty Handbook for specification of the committee's composition, as well as their respective department charter.

The search committee will consist of no fewer than three (3) members, and is to include, whenever possible, women, persons of color and/or disabled persons. Hiring officials are encouraged to identify search committee members who represent areas that work closely with the hiring department.

The hiring official will identify and appoint a search committee chairperson. This chairperson may be the hiring official or a designee. The role of the chairperson is to coordinate all aspects of the recruitment and selection process with the hiring official, including:

- Assure the search process conforms to University guidelines and applicable state and federal laws;
- Coordinate communication with Human Resources, the search committee, and candidates;
- Facilitate interviews and search committee meetings; and
- Resolve conflicts.

The role of the search committee is to work collaboratively with the hiring official to recruit, screen, interview, and recommend candidates for further consideration. The hiring official and the search committee chairperson will determine the responsibilities of the committee during the search process. The responsibilities will align with the departmental charters, if applicable, and may include (in consultation with other members of the department, department head and dean/director):

- Assist in the development of the employment announcement and recruitment ad;
- Establish criteria to be used in evaluating a candidate's qualifications for a position (as outlined in the job profile);
- Screen and evaluate resumes;
- Recommend candidates to be interviewed; and
- Interview candidates and make recommendations to the hiring official.

Search committees are a valuable part of the search process however, the hiring official is responsible for the final hiring decision, as that individual is held accountable for the performance of the employee hired in this search process.

Non-Exempt Positions

Hiring officials are not required to appoint a search committee when filling non-exempt positions. In cases where a search committee is not used, the hiring official must assure, by working closely with the designated Human Resources Partner that the search process conforms to University policy, and applicable state and federal laws.

Internal Search

In an internal search, the hiring official may recruit from (1) the school, college, program, division, or department as a whole in which the position exists, or (2) from the University as a whole. The hiring official must show that the internal search will produce an adequate pool of qualified applicants; with sensitivity to women, persons of color and disabled persons if the position is in a job group where underutilized occurs.

Only full and part-time regular employees are eligible to apply for internal postings. This does not include students, temporary, or on-call employees.



Internal searches are not an option for faculty searches.

External Search

In an external search, the hiring official and/or search chairperson will work with the designated Human Resources Specialist/Partner to identify recruitment sources that will yield an adequate pool of qualified applicants, including women, persons of color and disabled persons.

For external searches, both an employment announcement and recruitment ad will be created. The purpose of the employment announcement is to provide detailed information about the University and the vacant position. The recruitment ad is a summary of the information in the job profile.

Hiring officials are encouraged to identify effective low and no cost posting avenues or publications that are specific to the field of work, such as listservs, memberships and organizations.



For faculty searches, the employment announcement and job postings must be submitted by the hiring official, to the dean as appropriate, and the AVP for Faculty in Academic Affairs for approval. This is completed through the Position Requisition process, including the Recruitment Strategy form, using the University's Talent Management System. At this stage, searches receive final approval or denial.

Human Resources will distribute the employment announcement and recruitment ad to the associations and organizations outlined on the Recruitment Strategy form, unless the employment announcement must be posted by a member of an identified professional organization.

Receipt of Applications

Applicants are strongly encouraged to apply online at the Human Resources web site. This allows for accurate tracking of the applicant pool, and helps assure timely and consistent flows of information to the search committee chairperson.

Resumes and applications received in Human Resources and not submitted electronically will be uploaded into the University's Talent Management System within one working day of receipt of the resume in Human Resources.

Search chairpersons and hiring officials who receive applications directly should immediately forward those to Human Resources to be scanned into the University's Talent Management System.

If there is a specified closing date on the posting, no additional resumes will be accepted after this date, unless extenuating circumstances exist. The hiring official/search chairperson will work with the designated Human Resources Partner to evaluate these circumstances.



In faculty searches, the initial application minimally requires applicants to specific documentation as described below. However, departments may, at their discretion, request more than these materials as part of the initial application.

For Assistant Professor appointments	<ul style="list-style-type: none"> • Cover letter of application; • Writing samples; • Evidence of teaching experience; • Current curriculum vita; • Official transcripts; and • Three letters of reference.
For Associate and Full Professor appointments	<ul style="list-style-type: none"> • Cover letter of application; • Writing samples;

	<ul style="list-style-type: none"> • Current curriculum vita; • Evidence of teaching experience • Official transcripts; and • Names of three references.
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Confidentiality

Confidentiality is the foundation of a credible and trustworthy search process. A breach of confidentiality threatens the successful outcome of the search process in two ways: First, it may result in the termination of the process resulting in a serious loss of time and resources and potentially viable candidates. Second, it may cause the most qualified candidates to withdraw from the process fearing that a premature disclosure of their candidacy will jeopardize their current employment. The University requires confidentiality from all persons involved in the search process from its inception to its conclusion, unless otherwise permitted in these procedures.

All application materials, including but not limited to cover letters, resumes, and references are confidential and must be kept secure. At no time should any information be provided to any other applicant. Review the ‘Record Retention’ section for more information.

In searches where there is an internal candidate, applicant files must not be made accessible to that employee. Internal applicant(s) must not attend any activities, presentations, or interviews involving other applicants. Neither shall the internal candidate be permitted to vote or decide which applicants should be interviewed or offered the position.

Training

Training on the search and selection procedures, as well as effective hiring tips, is offered through the Leadership Academy. Hiring officials, search chairpersons and search committee members are encouraged to attend.

Selection

Applicant Pool Review

The hiring official and search chairperson will work with the designated Human Resources Specialist prior to beginning the application review process to discuss the applicant pool. The purpose of this discussion is to determine if there is an adequate pool of applicants, including women, persons of color and disabled persons, and whether further steps need to be taken to recruit additional qualified applicants.

Role of a Search Committee

The overall purpose of the search committee is to help recruit, screen, interview, and make recommendations to the hiring official. The hiring official reviews the committee's recommendation and makes the final hiring decision. Search committees may find it helpful to download a copy of the document titled *Role of a Search Committee*.

Resume Review

The search committee will be responsible for determining the method of applicant review and evaluation criteria. This must be completed prior to identifying any candidates. The evaluation criteria must be based on job requirements, as outlined in the job profile. It is important that all evaluation criteria are job related and applied to all applicants consistently.

Applicants who are invited to participate in the selection process, such as through screening and campus interviews, must meet all minimum qualifications, as outlined in the job profile.

Interviews

The search committee will create an interview plan that includes:

- Overall interview process;
- Timeframe of the interviews (both screening and campus interviews);
- The number of interviews to be conducted;
- Identification of other groups of employees and/or administrators (if any) to interview the candidates;
- Questions and topics to be asked or addressed at each interview (both screening and campus interviews); and
- Information to be provided to the candidates.

In all interviews, including both screening and on campus, the questions must be prepared prior to the interview and used consistently in all interviews. The best method for developing interview questions is to base them on the documented responsibilities of the position, and the relevant education and experience of candidates as it relates to the position. All interview questions must conform to state and federal law, as well as University policies and procedures. Please review the Appendix for Appropriate and Inappropriate Interview Questions and Sample Behavioral-Based Interview Questions.

Any additional screening and selection criteria, such as writing samples, must be required of all candidates and not selectively required. Questions regarding the appropriateness of any pre-employment tests or practices should be directed to the designated Human Resources Partner.

To the extent possible, the interviewing environment should be the same for all candidates and under similar conditions. The search chairperson must assure standard administration of the interview processes, which means affording all applicants equivalent treatment, avoiding using discriminatory interview questions, and using uniform interview content.

It is imperative that search committee members participate in all interviews. During the interview, search committee members typically find taking notes an excellent way to help remember and distinguish one applicant from another.

Screening Interviews

Screening interviews are an effective way to determine a final pool of candidates for campus interviews. Screening interviews are frequently conducted as telephone interviews or interviews at national meetings and conferences. Questions generally asked during a screening interview typically include those aimed at obtaining clarification of information provided in the candidates' application materials and determining continued interest in the position and salary expectations.

To minimize recruiting costs, search committees are strongly encouraged to conduct screening interviews, either at national conferences or through telephone interviews, for all searches when out-of-town candidates are included in the applicant pool.

Once a list of candidates (semi-finalists) for screening interviews has been determined, the search chairperson forwards the list of semi-finalists to the designated Human Resources Specialist. The Human Resources Specialist compares the list to the pre-employment information received to determine, as best as possible, the inclusion of women, persons of color and disabled persons. The number of screening interviews typically ranges from 6-15 semi-finalists.

For staff searches, after completing the screening interviews, the search committee recommends candidates (finalists) for campus interviews. As with the previous step, the search chairperson forwards the list of finalists to the designated Human Resources Partner. The Human Resources Partner compares the list to the pre-employment information received to determine, as best as possible whether women, persons of color and disabled persons are a part of the finalist pool. If the list of recommended candidates does not include any members of underrepresented groups, the Human Resources Specialist will ask the search chairperson to include applicants from these groups. If the search chairperson and the Human Resources Specialist cannot reach agreement, the matter is referred to the hiring official and the Human Resources Partner for resolution. If one or both parties are still dissatisfied with the outcome of discussions, the matter then may be referred to the appropriate member of the Academic and Administrative Leadership Committee and the Associate Vice President for Human Resources. Together, they will work with the hiring official to resolve the dispute.



For faculty searches, the search committee determines a list of individuals, typically three (finalists) to interview and forwards it through the dean/director to the AVP for Faculty in Academic Affairs and the designated Human Resources Partner. The list of finalists will be compared by the Human Resources Partner to the pre-employment information received to determine, as best as possible, if candidates from underrepresented groups have been included. If the list of recommended candidates does not include any members of underrepresented groups, the search committee should also forward the following information: the application materials for the best qualified member of an underrepresented group and a memo discussing the relative strengths and weaknesses of that candidate compared to the three candidates chosen for interviews, and an assessment of whether or not that candidate would be at least

acceptable, even if not one of the top candidates. Reference checks must be completed prior to recommending candidates for on-campus interviews.



Also, for faculty searches, a template for the on-campus visit and a copy of the employment announcement must be submitted to the AVP for Faculty in Academic Affairs at the same time the list of potential finalists is submitted. The template plan should indicate with whom the candidates will meet during their visit and the nature of the activities asked of the candidates. In particular, a public presentation of research/professional activities will be required of all candidates. Departments are strongly encouraged to require candidates to demonstrate their teaching ability in a classroom setting. In addition, it is expected that the on campus visit plan will include interviews with the appropriate dean, a representative of the Office of Academic Affairs, search committee members, the department chair (if appropriate), and members of the hiring department. Since academic units compete with other institutions for talented faculty, it is expected that the on campus visit plan will assure all candidates have sufficient time to become familiar with the university beyond simply the hiring department, including the Twin Cities area, as a potential place to live.

Campus Interviews

It may be necessary for additional interviews to be scheduled with other groups of University of St. Thomas, such as other employees and/or administrators. The search committee determines which of the candidates are invited for additional interviews, or if a shorter list of candidates should be recommended for additional interviews.

Below is a guideline for determining additional on-campus interviews.



Position	Interviewed By:
General administrative position	<ul style="list-style-type: none"> • Search Committee • Hiring Official
Faculty positions	<ul style="list-style-type: none"> • Search Committee • Department Chair • Appropriate dean • Representative from the Office of Academic Affairs • Members of the hiring department
Non-Academic Director /Department Head	<ul style="list-style-type: none"> • Search Committee • Hiring Official • Department
VP Level position and above	<ul style="list-style-type: none"> • Search Committee • Hiring Official • Department • Campus wide open interviews • Other specific groups that will work closely with the position, such as the Academic and Administrative Leadership Committee (AAL).

It is strongly recommended that, as part of the interview plan, the candidates receive:

- A copy of the job profile or another written description of the positions; and

- Benefits information;
- Additional information including:
 - Information about the University (enrollment, program/degree information, history, mission);
 - Information about the department organization chart and reporting structure.

The search chairperson contacts the final candidates, determines continued interest in the position, and extends an invitation for a campus interview. The candidates should be given the following information:

- Directions to Campus;
- Parking Information;
- Location of the Interview;
- Structure of the interview;
- The number of committee members conducting the interview; and
- The number of interviews and timing of the interviews to be held, if there is more than one (1) interview.

If time permits, it is strongly recommended that the interview plans be confirmed in writing.

After completing the interview process, the search committee, if applicable, will provide the hiring official with an unranked list of finalists. The hiring official will review the information and identify a final candidate.

Candidate's Travel Arrangements and Expenses

The search committee chairperson works with the designated Human Resources Partner to determine whether travel expenses incurred by the candidate are reimbursable according to the University's travel policy. The decision will be based on the level of the position for which the candidate is being considered and the potential value the candidate would bring to the University. This discussion and determination should be made prior to contacting any out-of-town candidates.

In instances where the University reimburses a candidate for travel expenses, the reimbursement typically includes coach airfare and the cost of moderately priced local accommodations. Whenever possible, the search committee chairperson or the hiring official should arrange for and utilize on-campus housing. The hiring department reimburses all incidental travel expenses incurred by the candidate with prior approval from the dean or director of the hiring department.

Reference Checks

Reference checks are a critical part of the selection process, since the best indicator of future performance is a candidate's past performance. All reference check questions should be related to the position responsibilities and qualifications, and the candidate's ability to perform the essential functions of the position.

The hiring official and/or search chairperson is responsible for conducting reference checks. In reference checking, the goal is to get a well-rounded picture of the candidate, not to rule the candidate out, but to be certain the candidate is suitable and qualified for the position. Reference checking can commence at any point during the selection process but must be completed before extending an employment offer. The current employer of a candidate must not be contacted without the candidate's expressed consent. (The Reference Check form is provided in the Appendix.)



For faculty searches, reference checks must be completed prior to recommending candidates for on-campus interviews.

When conducting reference checks on an internal candidate, the hiring official is encouraged to contact the designated Human Resources Partner to review the candidate's personnel file.

A written record of the questions asked and responses received during a reference check should be kept as part of the search file. Please refer to the section on "Record Retention" for more information.

Employment Investigations for Staff Positions

Employment investigations, commonly called background checks, aid in safeguarding the security, safety, and health of employees, students, as well as the assets and resources of the University. The following guidelines for conducting these screenings for employees have been developed to balance the rights of individual employees with the University's right and responsibility to screen for individuals who may pose a liability risk to the University.

Employment investigations are conducted on candidates who are being seriously considered for positions designated by the University as financially sensitive or positions for which the University, by law, must complete an employment investigation. Some examples are positions that generally require driving as an essential job responsibility, involve working with children, and grant access to residence halls and apartments. Positions in the public safety field are also included in this category. Employment investigations may include a criminal history check, verification of educational credentials, driving record, and/or a verification of credit standing. Applicants must sign a release prior to the completion of an employment investigation.

The decision to conduct an employment investigation must be related to the specific job for which a person is being considered. The results of these types of pre-employment investigations are considered and weighed against legal requirements, the nature and gravity of the incident(s) reported, the time that has passed since remedial actions taken by the individual, the nature of the position and the potential impact of the incident(s) on the person's ability to safely and appropriately perform the duties of the job. Each situation is considered on a case-by-case basis.

All job vacancy announcements for positions that require employment investigations include this requirement as a condition of employment.

Under the Fair Credit Reporting Act, the University is required to notify job applicants if an investigation is to be made by a third party. The notification must take place within three days of the request and include the nature and scope of the requested check but not its results. If the hiring official decides against extending a job offer for reasons based (even partially) on information contained in the consumer report, the University must notify the job applicant and provide him or her with the name and address of the consumer-reporting agency involved. Please refer to the Conducting Employment Investigations summary sheet in the Appendix.

The hiring official must not extend an employment offer until the results of the employment investigation have been received.

To the extent permitted by law, all information related to the criminal record of an applicant shall be kept confidential by the Department of Human Resources and only be released upon specific authorization by the applicant or in accordance with a duly executed subpoena.

Approval to Hire and Employment Offers

Approval to Hire

Once the hiring official identifies a final candidate, he or she works closely with the designated Human Resources Partner to determine an appropriate salary offer (or starting salary). The starting rate for a new employee is determined based on market rate for that job classification. In determining this rate of pay, consideration is given to the new employee's education and experience and the pay rates of other employees within the hiring unit who perform similar jobs and with similar education and experience. The beginning salary is set jointly by the hiring supervisor and the designated Human Resources Partner. Approval of the appropriate member of the Academic and Administrative Leadership Group is required in certain situations.



For faculty searches, the hiring official will work with the Associate Vice President of Academic Affairs to determine the hiring salary.

For staff searches, the hiring official completes an Approval To Hire form on the University's Talent Management System. This form will summarize the search by providing information on the:

- Search process;
- Pool of candidates interviewed for the position;
- Top candidate, including the individual's resume and a justification for the selection decision;
- Position Budget; and
- Proposed salary offer and net impact on the budget.



The completed Approval To Hire form is submitted through the hiring official's reporting structure for approval using the University's Talent Management System. This approval involves the appropriate member of the Academic and Administrative Leadership Committee and may involve the Executive Vice President. After obtaining the appropriate approvals, the hiring official may extend an employment offer to the top candidate.



For faculty searches, the hiring official completes a Qualitative Evaluation of Candidate form (Appendix) and the Recommendation for Full Time Faculty Appointment form (Appendix). This approval involves the dean/director and Chief Academic Officer regarding rank, tenure status, and salary.



Employment Offers

The hiring official is responsible for extending a verbal employment offer.



For staff positions, after an offer is made and accepted, the hiring official confirms in writing by sending the new employee an Employment Confirmation Letter. A copy of the confirmation letter signed by the hiring official should be sent to the Department of Human Resources for inclusion in the new employee's personnel file.



For faculty positions, candidates must be informed at that time of the need to submit official transcripts from all institutions from which a degree was earned, if not already submitted. The verbal offer should be followed up with a confirmation in writing by sending an appointment letter. This letter must contain any stipulations or agreements, e.g. credit for years of service towards tenure or promotion. After being informed that a verbal offer has been accepted, the Chief Academic Officer issues a faculty contract signed by the University

President. The signed contract is returned to the Chief Academic Officer. Upon receipt of the contract, a copy signed by the selected candidate is forwarded to the Department of Human Resources.

Pre-Employment Physicals

Pre-employment physicals aid in safeguarding the security, safety, and health of employees, students, as well as the assets and resources of the University. The aim of the following guidelines is to balance the rights of individual employees with the University's right and responsibility to assure that all prospective employees can meet the physical requirements of the job.

An employment offer must be made prior to requesting that the applicant undergo a pre-employment physical. However, it must be communicated in writing in the Employment Confirmation Letter to an applicant that the employment offer is contingent upon his or her successful completion of the pre-employment physical. Employees may not begin to work prior to the completion of the pre-employment physical. Hiring officials must wait until the results of the pre-employment physical are received before scheduling the new employee to work.

Pre-employment physicals are conducted for positions that require physical strength or endurance. The results of a pre-employment physical are considered in the context of the essential functions of the job. Individuals who have received contingent offers dependent upon a pre-employment physical can obtain the Pre-Employment Physical Form from the Department of Human Resources. The form provides information on the location and contact information for the clinic that conducts pre-employment physicals for the University.

After completion of the pre-employment physical, a representative from the Clinic will send the results to the Department of Human Resources. The designated Human Resources Partner notifies the hiring official of the candidate's fitness for duty.

Completion of Search

After an employment offer is accepted, the hiring official submits all necessary paperwork, including an Employee Action Form for the new employee. To download a copy of the Employee Action Form, please visit the Department of Human Resources Web site at <http://webapp.stthomas.edu/hr/forms/employment/app/>. The Department of Human Resources creates a personnel file for all new employees, which includes all materials submitted by the individual during the search and selection process and other relevant paperwork the employee completes during the course of his or her University of St. Thomas employment.



For faculty searches, the Office of Academic Affairs completes the New Hire web page once the signed contract has been returned.

Retention of Records

The State of Minnesota requires employers to retain all documentation related to its search processes for at least three years from the close of the search process.

Within the Talent Management System, the Department of Human Resources retains the following documents:

- Employment announcement
- Recruitment Strategy form

- Names of the candidates interviewed
- Approval to Hire form
- Summary of discussions leading to the identification of the final candidate
- Notes of any reference checks conducted

Hiring officials and committee members must retain documentation of the steps taken during the search and selection process.

Orientation

New Hire Paperwork

On or before the employee's first day of work, the employee must report to the Department of Human Resources to complete various forms and documents, such as a New Employee Information form, an Affirmative Action form, a W-4, and an I-9 form. The new employee must complete the I-9 form in the presence of a Human Resources representative, on or before the first day of work. According to the federal Immigration Reform and Control Act, all new employees must provide proof of eligibility to work in the United States on or before their third day of work. Failure to do so will result in the employee's not being permitted to work until he or she satisfies this federal requirement.

The reason for this seemingly strident position is that under the Immigration Reform and Control Act of 1986, all employers are required to verify the identity and eligibility to work in the United States of all employees hired after November 6, 1986, using the Immigration and Naturalization Service Form I-9, "Employment Eligibility Verification Form." Once completed, the form is not sent to the government but rather filed in the Department of Human Resources in the event of an audit initiated by the Federal Homeland Security Department, Immigration and Naturalization Service.

Benefits Information

New employees are eligible for most employee benefits on the first of the month following employee's date of hire. Unless the date of hire is the first of the month, in which case the new employee would be eligible for benefits on the date of hire.

Employees can pick up benefits information in the Human Resources department after any necessary paperwork has been completed. This includes a packet of information as well as a video explaining the benefits.

New employees have thirty (30) days from the date of hire to complete the necessary benefits paperwork and submit it to Human Resources. Failure to meet the 30-day deadline will result in ineligibility for benefits until the following plan year, beginning January 1.

Human Resources Orientation

Human Resources coordinates the orientation program for new employees. Human Resources Orientation introduces new employees to the University of St. Thomas. The four (4)-hour session is interactive and informative, and is designed to help new employees become familiar with the University. Topics include organization and governance, key policies and procedures, and employee resources and services.

Department Orientation

It is important for the hiring department to provide new employees with orientation that informs them of and introduces them to the department and colleagues, internal procedures, and provides appropriate training and performance feedback.

New Employee Ambassador Program

The New Employee Ambassador Program is designed to help ease the transition for new employees into the St. Thomas campus community. It also assists employees in becoming more integrated into the day-to-day activities of their units and the St. Thomas culture. An ambassador typically is a co-worker of the new employee who understands the intricacies of

the unit. At the time of employment, the hiring unit will identify an employee within the unit to serve as the unit ambassador.