



# Staff Recruitment and Selection Policy

Policy number: 503  
Policy owner: Chief Human Resources Officer

Date of initial publication: Not available  
Date of latest revision: October 14, 2020

## SECTION I. PURPOSE

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 St. Thomas to accomplish its mission. Through this policy, St. Thomas affirms its commitment to a set of recruitment and selection procedures that are equitable, consistent, and in compliance with applicable laws and regulation.

## SECTION II. SCOPE AND APPLICABILITY

This policy defines the St. Thomas recruitment and selection philosophy and requirements. Covered by this policy are recruitment and selection activities for all non-faculty staff positions, including those involving senior management and academic administrative vacancies, such as vice presidents, deans, associate and assistant deans, and program directors. Openings covered by a collective bargaining agreement are also governed by this policy. Recruitment and selection guidelines for faculty and adjunct faculty appointments are not covered by this policy.

This policy applies to all St. Thomas hiring officials and other employees involved in the staff recruitment and selection process, and to all St. Thomas schools, colleges, divisions, departments and other units that hire staff employees.

## SECTION III. RECRUITMENT AND SELECTION PROCESS

The recruitment and selection process begins when there has been a resignation, termination or the creation of a new position. Once a hiring official receives one of these three notices, the hiring official should meet with their respective Human Resources business partner to review and analyze the opening and create or update the job profile. Once the job profile has been reviewed by the Human Resources business partner, the job profile is sent to our Compensation department for final review, job classification and salary range assignment.

Hiring officials are not required to recruit in instances when an employee's title changes or when less than fifty percent of the responsibilities of the job change, due to the result of a reorganization or reassignment of duties between jobs within the same department.

On occasion, special circumstances may arise that could cause a position to be filled without posting. The circumstances may include, but are not limited to: executive positions, organizational restructure, repurposing and position elimination. The decision not to post a staff position must be approved by the chief human resources officer or designee.

## SECTION IV. THE SEARCH COMMITTEE

All recruitment activities initiated to hire staff will require the appointment of a search committee of two or more current St. Thomas employees. The role of the search committee is to work

collaboratively with the hiring official and the assigned talent acquisition specialist to develop recruitment strategies, screen, interview and recommend candidates for further consideration. The composition of the search committee should include the hiring official and members who have a valued knowledge about the position and can offer diverse perspectives.

## **SECTION V. POSTING A JOB**

All positions will post to the Human Resources career website concurrently externally and internally. In specific situations, approval for internal only postings may be made by the chief human resources officer or designee.

## **SECTION VI. REFERENCE CHECKS**

Reference checks may be performed on the final candidate. The reference checks will be completed by the talent acquisition specialist. For external full time hires, attempts will be made to complete two references. For internal candidates, see the detailed information outlined under the Internal Transfer Process section of [Appendix A](#) to this policy.

## **SECTION VII. EMPLOYMENT OF RELATIVES**

St. Thomas welcomes the applications of employee relatives and will consider them based on qualifications for openings not under the direct supervision of a relative. A relative is defined as an employee's spouse, child, stepchild, parent, stepparent, siblings, mother- or father-in-law, sons- or daughters-in-law, and brothers- or sisters-in-law.

Individuals related to current employees may be employed by St. Thomas in accordance with normal recruitment and selection procedures. To reduce the potential for conflicts of interest, no manager or supervisor shall employ or have a relative in a direct reporting relationship or in a position that poses a possible conflict of interest. In the event a relationship between two employees is created during employment which puts the employee in a position where they work in a relative's direct line of supervision, or in a position that poses a possible conflict of interest, each employee involved has a responsibility to immediately inform management.

## **SECTION VIII. EMPLOYMENT OF MINORS**

Federal and state laws restrict the nature and amount of work that persons under the age of 18 can perform. Contact the Office of Human Resources to assure compliance with child labor laws when considering hiring a minor.

## **SECTION IX. RETENTION OF RECORDS**

All records related to the recruitment and selection of staff will be kept for three years. All resumes of all applicants will be kept online through the St. Thomas Talent Management System. All search committee records will be kept in a file cabinet by hire month. The search committee file will include: all candidates phone screened, candidates who attended in person interviews, and all search committee interview notes. At the conclusion of the recruitment process, the hiring official and search committee members should send all interview notes to their talent acquisition specialist for the recruitment file. Documentation of reference checks will be filed online with the candidate's profile.

## **SECTION X. ADMINISTRATION**

Specific questions regarding this policy should be directed to the Office of Human Resources.

## **SECTION XI. CONFIDENTIALITY**

Confidentiality is the foundation of a credible and trustworthy search process. The importance of maintaining strict confidentiality throughout the process cannot be emphasized too much. A breach of confidentiality threatens the successful outcome of the search process.

# Appendix A to Staff Recruitment and Selection Policy

## Implementation Procedures and Guidance

Date of initial publication: October 14, 2020

Date of latest revision: N/A

The procedures and guidance set forth below are designed to ensure that persons covered by the Staff Recruitment and Selection Policy understand their responsibilities and obligations under the policy.

### **SECTION I. CREATING, UPDATING OR MODIFYING A JOB PROFILE**

Creating, updating or modifying the job profile for the vacant position is the first step in the beginning of the recruitment process. A job profile should include the following:

- Position Summary
- Essential Functions
- Minimum Qualifications
- Preferred Qualifications
- Bona Fide Occupational Qualifications, if any (see Section IV below)
- Working Conditions

Once the job profile is reviewed and approved through the compensation process the information is provided to the hiring official and the assigned talent acquisition specialist to begin the recruitment process.

An example of a job profile is available on the [Human Resources OneStThomas site](#).

### **SECTION II. DEVELOPING A RECRUITMENT PLAN**

An assigned talent acquisition specialist will work with the hiring official to develop a recruitment plan for their open position. This plan will include selection of the search committee, job posting/sourcing options, interview question selection, interview process procedures and anticipated timeline(s).

### **SECTION III. POSTING A JOB**

All positions will post to the Human Resources career website concurrently externally and internally. In specific situations, approval for internal only postings may be made by the Chief Human Resources Officer or designee.

## **A. Internal Posting**

All jobs will be posted on the [Human Resources career website](#) under [Internal-Only Staff Employment Opportunities](#) for a minimum of ten (10) days, and the job posting will include the job title, department, job summary, essential duties and qualifications. Exceptions to this policy may be made depending on the situation.

## **B. External Posting**

All jobs will be posted on the [Human Resources career website](#) under [Staff Employment Opportunities](#) for a minimum of ten (10) days, and the job posting will include the job title, department, job summary, essential duties and qualifications. Exceptions to this policy may be made depending on the situation. Requests for exceptions are approved by the chief human resources officer or designee.

The Office of Human Resources advertises staff positions in a variety of local, diversity and higher education related sites. The talent acquisition specialist will also assist with posting positions on industry-specific sites and in targeting a diverse and representative pool.

If an open position is identified by Human Resources as underutilized in the university's Affirmative Action Plan, additional efforts designed to attract qualified women, minority, veteran and disabled candidates will be reviewed.

## **SECTION IV. CANDIDATE SELECTION PROCESS**

The talent acquisition specialist will review the initial pool of candidates for minimum qualifications. Applicants must meet the minimum qualifications that have been specified in the job description to become a candidate for the position. If there is a discrepancy, Human Resources will make the determination as to whether or not a candidate meets the minimum qualifications.

In accordance with St. Thomas policy and applicable law, St. Thomas does not unlawfully discriminate in hiring on the basis of race, ethnicity, national origin, sex, sexual orientation, gender identity or expression, age, religion, disability, marital or family status, or any other characteristic which, by law, St. Thomas cannot consider in its hiring process. These characteristics are referred to as "protected characteristics." A bona fide occupational qualification is a limited exception that permits St. Thomas to consider certain protected characteristics, such as religion and sex, in limited circumstances where the particular job function makes consideration of these protected characteristics reasonably necessary. For example, because St. Thomas is a Catholic university, it is reasonable to require the president of St. Thomas to be Catholic. Bona fide occupational qualifications are expected to be identified in the job description and are determined by Human Resources in consultation with the hiring manager and the Office of General Counsel.

## **SECTION V. PRE-SCREEN PHONE INTERVIEWS**

Once the initial candidate pool is selected, an initial phone interview should be conducted by the talent acquisition specialist. All candidates selected for an initial phone interview for a specific position must be asked the same list of standard questions. The talent acquisition specialist will work with the hiring official and search committee to develop the list of initial phone interview questions.

An initial phone screen should include the following information and types of questions:

- A brief position overview

- Questions pertaining to the resume, including but not limited to work history, education, reason for leaving positions, or changes in professions
- Technical questions about the job
- Follow-up questions as appropriate
- Salary expectations
- Review of next steps in the process and the potential timeline

## **SECTION VI. ON-CAMPUS INTERVIEWS**

The on-campus interview is the single most important step in the selection process. It is the opportunity for the candidate and the hiring official to learn more about each other and validate information provided. The interview process will be determined by the talent acquisition specialist and the hiring official. Exceptions to standard on-campus interview format (i.e., forums) must be discussed with the talent acquisition specialist.

All candidates must be asked the same list of questions and questions should be reviewed with the talent acquisition specialist prior to the interview. Interview questions should be open-ended and behavioral-based questions that relate directly to the education, duties, skills and knowledge required to perform the job. The on-campus interview questions should also include a question related to the university's mission and a question related to the university's commitment to diversity.

## **SECTION VII. EXTENDING A JOB OFFER**

Offers will be reviewed and approved by Human Resources in partnership with the hiring official prior to an offer being extended. Human Resources will extend a verbal offer and, if accepted, the candidate will receive an electronic offer letter outlining the terms of the offer. The offer of employment is contingent on the pre-employment background check and completion of pre-employment forms. All offer letters must come from Human Resources through the standard onboarding procedures.

### **A. Background Check**

If offered a position, acceptable results of a background check will need to be completed prior to the start date. Please refer to the Background Check Policy for more details.

### **B. Rescinding an Offer**

In rare circumstances, an offer may be rescinded by the talent acquisition specialist in consultation with the Human Resources business partner. Please refer to the Background Check Policy for more details.

## **SECTION VIII. INTERNAL TRANSFER PROCESS**

**Employee:** Employees are responsible for evaluating their own career interests and completing an online application through the Human Resources career website for positions of interest. The employee is encouraged to notify their supervisor if they are selected for an in-person interview. Employees are not required to notify their supervisor if they are in consideration and have not been selected to move on to the in-person interview process.

**Hiring Manager:** The hiring official is responsible for filling the position with the most qualified candidate without regard to protected characteristics unless there is a bona fide occupational qualification as described in Section IV above. If an internal candidate is selected, the hiring official

may work with their talent acquisition specialist to obtain a reference from the current manager regarding performance, skills and attendance. The talent acquisition specialist will inform the Human Resources business partner for each area of the interest in an internal candidate as they progress through the process.

**Employee's Current Manager:** The employee's current manager should provide accurate and factual feedback to the hiring official and Human Resources regarding the internal applicant's job performance. Optimally, the current manager should understand and encourage the employee's career goals, assist in defining career objectives and encourage the employee to pursue career development opportunities.

**Human Resources:** Human Resources will review each applicant's qualifications and will actively participate in the screening and interview process in collaboration with the hiring official.

**Guidelines for Transfer Dates:** The general standard for a transition date for an internal candidate is two weeks from offer. Departments should work together to determine if additional time may be needed.

**Pay Changes:** All offers for an internal transfer will be reviewed and determined in partnership with the hiring official and their Human Resources business partner. All changes in pay will be consistent with the university's compensation guidelines. The salary offered for the new position will be determined by the salary range for the position, the employee's qualifications for the new position, and internal equity within the department or work group.

## **SECTION IX. TYPES OF EMPLOYMENT**

Non-faculty staff appointments are designated as regular full-time, regular part-time, temporary, interim or on call. The following provisions define the various staff employment appointments available at St. Thomas.

- **Regular Full-time:** An appointment that does not have a defined end date and requires an employee to work a regular schedule of at least 40 hours per week.
- **Regular Part-time:** An appointment that does not have a defined end date and requires an employee to work a regular schedule of less than 40 hours per week.
- **Temporary:** The appointment of an employee to a position or job assignment that has a definite end date and whose duration is anticipated to be less than six months.
- **Term Position:** A benefits eligible position for a department whose need is more than 12 months but lasting not more than two years and is specifically for the purpose of staffing new or existing programs for a limited duration of which funding has been secured. The position may not be extended beyond the original position period. A term position may not be created without prior approval of the President's Senior Staff member with the most direct supervisory responsibility for the position.
- **Interim:** The temporary assignment to a regular position, which generally occurs following the promotion, transfer or departure of an employee who held a regular staff appointment. In most cases, the interim assignment will not exceed six months.
- **On Call:** The assignment of an employee whose appointment is not a part of the labor budget or regular work schedule of a unit, and the employee is scheduled to work only on an "as needed" or "on-call" basis.