

## Hiring and Promotion Procedures

The selection of people into positions is one of the most important people decisions made at the college.

All positions belong to the college, and the college, either through established procedures or at the discretion of the president, may modify or refuse to fill a vacated position, establish additional approval processes beyond these procedures, and/or reassign positions to different departments.

These procedures represent the minimum steps and standards for hiring employees at the college. Hiring managers and committees may go beyond these procedures as needed.

### General Guidelines

- Hiring managers and committees should be thorough in their evaluations, but should not needlessly delay the process.
- All employment offers are contingent upon successful completion of a criminal background check as outlined in Policy 316.
- All employees must complete I-9 paperwork within 3 business days of the first day of work.
- All Adjunct Employees, Permanent Part-time Staff, Full-time Staff, Full-time Faculty, Athletic Coaches, and Administration Employees will be given a “Memo of Understanding at the Time of Hire” (MOU) outlining the major duties, terms, and conditions of employment for the position. The MOU will be approved and signed by:
  - The Employee
  - Budget
  - HR Director
  - Cabinet-level supervisor
  - College President (FT only)
- Except as otherwise noted in these procedures, all selections must be made either by presidential appointment or after review by a hiring committee.
- Hiring committees should:
  - Be selected to represent the major stakeholders of the position
  - Be selected to bring a diverse perspective to the committee
  - Include at least one member outside of the hiring department
  - Be free of any member who may be unduly influenced by personal relationships or biases. Any hiring committee member who has a significant personal or familial relationship with one of the job candidates should withdraw from the committee
  - Complete a Canvas course put together by HR.
- All hiring committee members are subject to the approval of the area’s Cabinet-Level Supervisor and Human Resources

- For full-time hires, the area’s Cabinet-Level supervisor will interview successful candidates or finalists before an offer can be made.
- At their discretion, the College President may elect to interview the selected candidate before granting approval.
- All full-time hires will be interviewed by the area’s Cabinet-level supervisor before an offer is made.
- The Human Resource Office will develop additional selection criteria and procedures.
- All interview questions must be reviewed by Human Resources beforehand and any improper questions must be replaced. HR will provide guidance to the committee as requested or if any question is improper or inadvisable.
- Interviews must contain questions to assess “Spirit of Snow” behaviors and questions to assess the individual’s qualifications for the specific job.
  - HR shall provide a list of “Spirit of Snow” questions for hiring committees to choose from
- Requiring candidates to complete a skills test (teaching demonstration, case study, etc.) is highly recommended
- At their discretion, HR will sit in to observe interviews
- Job posting times may be modified upon the approval of the HR Director
- If no qualified candidates are found in a normal search process, hiring committees should restart the search rather than hire a sub-optimal candidate
- If a hired position is vacated again within 6-months, or if a substantially similar position becomes available within 6 months, the hiring committee may select an additional qualified candidate from the original hiring pool

### **Student and Temporary Workers**

- Student and Temporary Workers may be selected by the hiring manager or designee
- The hiring manager or designee must follow the anti-discrimination policy and anti-nepotism policy when deciding
- The process for recruiting student workers is supervised by career services.

#### **Temporary Worker Search Procedure**

##### **(work less than 9 months with breaks of at least 3 months +)**

- Position Announcement Request & Official Approval Form
  - Completed including number of months’ contract
  - Committee of at least 3 individuals who represent the major stakeholders of the position including member of Diversity and Inclusion Committee
  - Signatures required:
    - Budget
    - HR
- Position will be posted as ‘review as received’ and ‘open until filled’
- Search committee screens, interviews and conducts reference checks
- Committee Chair prepares Salary Offer Checklist

- Signatures required
  - Committee Chair
  - HR
- After HR grants approval, Committee Chair makes offer
  - HR recommends Committee Chair notify all interviewees within a week following interviews with the option to defer notifications to HR via email notification
    - Committee Chair notifies any internal interviewees of position status
  - Committee turns in all search related paperwork to HR
- HR Prepares the MOU based on the job description and initiates onboarding checklist

### **Adjunct Employees**

- The hiring of adjunct faculty is governed by Snow College Policy 408.
- Notwithstanding Policy 408, a hiring of an adjunct employee may not violate any equal protection policy, including policies regarding anti-nepotism and anti-discrimination.

### **Internal Searches**

- Any hiring committee may elect to conduct an internal search before conducting an external search. Following are steps for conducting the search:
  - Human Resources will advertise the position to Internal Candidates for a period of 5 business days
  - Interested internal candidates will be evaluated by the search committee
  - After reviewing Internal Candidates, the committee may elect to:
    - Make an offer to an internal candidate, or
    - Begin an external search following the appropriate procedure

### **Permanent Part-time Staff**

- Hiring managers begin a search for a permanent part-time position by submitting the required paperwork to Human Resources using the online form.
- For external searches, Human Resources will advertise the position for a minimum of 15 calendar days

#### **Permanent Part-Time**

##### **(Less than 75% time, more than 6 months)**

- Position Announcement Request & Official Approval Form
  - Completed including level and number of months' contract
  - Committee of at least 3 individuals who represent the major stakeholders of the position including member of Diversity and Inclusion Committee
  - Signatures required:
    - Budget

- VP
  - HR
- Position posted 15 calendar days
- Search committee screens – interviews – conducts reference checks– notifies unsuccessful interviewees
- Prepare Salary Offer Checklist
  - Signatures required
    - Committee Chair
    - HR
- After HR grants approval, committee chair makes offer
  - HR recommends Committee Chair notify all interviewees within a week following interviews with the option to defer notifications to HR via email notification
    - Committee Chair notifies any internal interviewees of position status
  - Committee turns in all search related paperwork to HR
- HR prepares the MOU based on the job description and initiates onboarding checklist

#### **Full-time Staff**

- Hiring managers begin a search for a full-time staff position by submitting the required paperwork, approved by the area Cabinet-level Supervisor or designee, to Human Resources using the online form. New positions also require the approval of the President.
- External search procedures:
  - Human Resources will advertise the position for a period of at least 30 calendar days
  - The search committee will be responsible for vetting applicants and making a recommendation on who to hire
  - Before an offer can be made to the successful candidate, the hiring committee must:
    - Obtain approval from the Cabinet Level Supervisor

#### **Faculty/Full-Time Staff**

- Position Announcement Request & Official Approval Form
  - Completed including level and number of months' contract
  - Committee of at least 5 individuals who represent the major stakeholders of the position including member of Diversity and Inclusion Committee
  - Signatures required:
    - Budget
    - VP
    - President, or designee
    - HR

- Position posted 30 calendar days
- Search committee screens – interviews – conducts reference checks– notifies unsuccessful interviewees
- Prepare Salary Offer Checklist
  - Signatures required
    - Committee Chair
    - HR
- After HR grants approval, they will work with the Cabinet-level supervisor to arrange an interview with the cabinet level supervisor.
  - This interview may be done in-person, over the phone, or via video conference
  - If the cabinet-level supervisor approves of the hire, they will notify HR and the committee chair that an offer may be made.
  - HR recommends Committee Chair notify all interviewees within a week following interviews with the option to defer notifications to HR via email notification
    - Committee Chair notifies any internal interviewees of position status
  - Committee turns in all search related paperwork to HR
- HR prepares the MOU based on the job description and initiates the onboarding checklist

### **Full-time Faculty**

- Department Chairs begin a search for a full-time faculty position by submitting the required paperwork, approved by the Provost or designee, to Human Resources using the online form. New positions also require the approval of the President.
- The Department Chair will establish a committee of at least 5 individuals who represent the major stakeholders of the position.
- External search procedures:
  - Human Resources will advertise the position for a period of at least 30 calendar days
  - The search committee will be responsible for vetting applicants and deciding on who to hire
  - Before an offer can be made to the successful candidate, the hiring committee must:
    - Obtain approval from the Provost
- Additional requirements for Tenure-track positions:
  - No faculty member may be hired into a tenure track faculty position without having the minimum qualifications required by accrediting bodies.
  - All tenure-track faculty will be hired at levels that correspond to guidelines established by Advancement and Tenure policy and procedures.
  - No special provisions relating to Advancement and Tenure (i.e. a different rank or a reduction in tenure) may be offered to a job candidate without the approval of the chair of the Advancement and Tenure Committee and the Provost

## **Athletic Coaches**

- The Athletic Director begins the search for a Head Coach by submitting the required paperwork, approved by the College President, to Human Resources.
- Head Coaches begin the search for assistant coaches by submitting the required paperwork, approved by the Athletic Director, to Human Resources.
  - Head Coaches may select an assistant coach without a search so long as they receive the approval from the Athletic Director for the hire and first review applicants in the Assistant Coach pool.
- When conducting a search, the Athletic Director or Head Coach will establish a committee of at least 3 individuals who represent the major stakeholders of the team.
- External search procedures:
  - Human Resources will advertise the position for at least 15 days
  - The search committee will be responsible for vetting applicants and deciding on who to hire
  - Before an offer can be made to the successful candidate, the hiring committee must:
    - Obtain approval from the Athletic Director for all coaches
    - Obtain approval from the College President for Head Coaches and full-time assistant coaches

### **Athletic Coaches**

#### **Head Coaches/Full-Time Coaches**

- Position Announcement Request & Official Approval Form
  - Completed including level and number of months' contract
  - Committee of at least 5 individuals who represent the major stakeholders of the position including member of Diversity and Inclusion Committee
  - Signatures required:
    - Athletic Director
    - Budget
    - President
    - HR
- Position posted 30 calendar days
- Search committee screens – interviews – conducts reference checks– notifies unsuccessful interviewees
- Prepare Salary Offer Checklist
  - Signatures required
    - Committee Chair
    - Athletic Director
    - HR
- After HR grants approval, they will work with the Cabinet-level supervisor to arrange an interview with the cabinet level supervisor.

- This interview may be done in-person, over the phone, or via video conference
- If the cabinet-level supervisor approves of the hire, they will notify HR and the committee chair that an offer may be made.
- HR recommends Committee Chair notify all interviewees within a week following interviews with the option to defer notifications to HR via email notification
  - Committee Chair notifies any internal interviewees of position status
  - Committee turns in all search related paperwork to HR

HR Prepares the MOU based on the job description and initiates onboarding checklist  
**Assistant Coaches**

- Position Announcement Request & Official Approval Form
  - Completed including number of months' contract
  - Signatures required:
    - Budget
    - Athletic Director
    - HR
- HR sends the head coach applications from the assistant coach pool (if any)
- Head coach reviews the pool and, after consulting with the Athletic Director, decides whether to:
  - Hire someone from the pool
  - Hire someone not in the pool
  - Begin a search for candidates
- If a search will be started
  - Committee of at least 3 individuals who represent the major stakeholders of the position including member of Diversity and Inclusion Committee is started
  - Position posted 15 calendar days
  - Search committee screens – interviews – conducts reference checks– notifies unsuccessful interviewees
- Prepare Salary Offer Checklist
  - Signatures required
    - Committee Chair
    - Athletic Director
    - HR
- After HR grants approval, committee chair makes offer
  - HR recommends Committee Chair notify all interviewees within a week following interviews with the option to defer notifications to HR via email notification

- Committee Chair notifies any internal interviewees of position status
- Committee turns in all search related paperwork to HR
- HR Prepares the MOU based on the job description and initiates onboarding checklist

### **Promotions or Transfers**

- Snow College is committed to providing employees with promotion opportunities within the College. (See Policy 315 Section 3.2) Therefore, a hiring manager may fill an open position by promoting or transferring someone within their organization as long as the following conditions are met:
  - The promoted individual must have a favorable performance review from the last review cycle.
  - The individual must meet all of the minimum requirements for the position.
  - The hiring manager should consult with their own manager before deciding to promote or transfer.
- All promotions and transfers regarding full-time positions require the approval of the applicable Cabinet-level Supervisor and the College President
- Managers are not required to promote employees to fill open positions and may instead opt to search for the position internally or externally. When deciding whether to promote or transfer internally or to conduct a search, decision makers should evaluate whether someone within the hiring manager's organization:
  - Is qualified for the position,
  - Has a track-record of strong performance
  - Exhibits "Spirit of Snow" behaviors

### **Hiring an Adjunct Faculty Member or Limited-term Faculty Member into a Tenure-track position**

- Occasionally an adjunct faculty member or a limited-term faculty member may be qualified for an open tenure-track position. The hiring committee may invite this person to apply for the position before initiating an internal or external search.
- The adjunct or limited-term faculty member must have received a formal peer evaluation within the past 12 months to be considered.
- The hiring committee should consider the results of peer evaluations and student evaluations for the instructor in making their selection decision.
- Like all full-time faculty hires, this decision requires the approval of the Provost and the College President.