

Shawnee State University

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		RECOMMENDED BY:	President's Council
SUBJECT:	AFFIRMATIVE ACTION HIRING GUIDELINES	APPROVED BY:	Dr. Clive Veri

1.0 AFFIRMATIVE ACTION HIRING GUIDELINES

General Guidelines

The affirmative action guidelines at Shawnee State University shall, insofar as practicable and financially feasible, include taking specific actions and making special efforts to recruit, employ, and promote qualified persons who are members of groups which may have been formerly excluded or clearly underrepresented in society's institutions. Members of this "protected class" include women, minority group members (Blacks, Native Americans, Hispanic Americans and Asian Americans), handicapped, Vietnam-era and disabled veterans.

The purpose of these affirmative action guidelines at Shawnee State University is two-fold: (1) To ensure the University's equal employment opportunity policy to recruit and hire persons in all job classifications without regard to their protected class status; and (2) to ensure that no person on such basis is excluded from participating in, be denied the benefits of, or be subjected to discrimination on the part of the University.*

The ultimate responsibility for these affirmative action guidelines lies with the President. Planning, implementing, and day-to-day monitoring of this policy are the responsibilities of the vice presidents, deans, directors, and department chairpersons as they follow sound management practices and provide leadership to the staffs of their respective divisions.

* The Civil Rights act of 1964, as amended in 1972, prohibits discrimination on the basis of race, color, religion, sex, or national origin. Title IX of the 1972 Education Amendments prohibits discrimination on the basis of sex. Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of handicap. The Age Discrimination Act of 1975 prohibits discrimination on the basis of age. The Vietnam-Era Veterans' Readjustment Assistance Act of 1974 prohibits discrimination of Vietnam-era or qualified disabled veterans. Executive Order 11246 requires a written Affirmative Action Plan.

Shawnee State University will continue to comply with Federal, State, and other applicable laws, statutes, rules, regulations, and policies, and will continue to work cooperatively with governmental and community organizations in ensuring equal employment and advancement opportunities.

2.0 PROCEDURES

Success in achieving these affirmative action guidelines requires a commitment to recruit aggressively and to develop representative pools of candidates in a timely fashion. Initiation of search procedures early in the year, even on the basis of an "anticipated vacancy," will increase the number of protected-class applicants and obviate the need for temporary or emergency appointments.

Any exception to these procedures must be explained in writing to the President for approval prior to implementing the exception.

2.1 Filling a Vacancy

The procedures to fill vacant positions shall comply with Shawnee State University Board policies as well as provisions of faculty and staff affiliation agreements.

The President is to be consulted before the search process begins. This consultation typically uses the Shawnee State University forms which describe how the search process will be conducted. Vacant positions shall not be announced before this form has been approved.

The President shall help vice presidents, and vice presidents shall help their supervisors, to develop an affirmative action recruiting plan with special emphasis on recruiting members of the protected class.

2.1.1 Request to fill a position

For a faculty position, the dean or chairperson initiates the form "Authorization for Recruitment of Professional Personnel," which must be approved by the Dean, Provost, the Vice President for Business Affairs or designee, and the President. For staff positions, the supervisor uses the "Personnel Requisition for Staff" form, approved by the director, appropriate vice president, budget director and the President.

3.0 POSITION DESCRIPTION AND ADVERTISEMENT

Preparing a position description is critical in fulfilling these Shawnee State University affirmative action guidelines. The criteria should be drawn from the initial forms used to describe staff positions and developed carefully for all positions, ensuring that each requirement is valid and reflects the listed duties of the position. It is illegal to require a qualification which might work more against members of the protected class unless that qualification can be validated as essential to the performance of the duties of the position.

The established criteria will be the basis for all subsequent advertisements and will be followed through all stages of the recruitment, screening, and interviewing process; no criteria may be used other than those announced. The requirements to be weighed most heavily are to be made clear in the position description by listing them as "minimum acceptable qualifications." Other qualifications are to be listed as "additional desired qualifications."

The advertisement shall include, among other information, the following:

- minimum acceptable qualifications (required)
- additional desired qualifications
- other Shawnee State University requirements (such as rank, classification, grade as appropriate)
- deadlines:
- for support staff positions, set an application deadline date
- for faculty and administrative staff positions, use the statement: "Screening of application will begin on (date); however, applications will be accepted until a selection is made."
- the statement: "Shawnee State seeks staff who share our commitment to students as our first priority."
- the statement: "Shawnee State University is an Affirmative Action/Equal Opportunity Employer."

3.1 INTERNAL POSITION ANNOUNCEMENT

Support positions will be posted internally for five(5) days.
Administrative positions will be announced internally for three(3) days unless the President determines the position should be filled by appointment as described in section 5.0 or 12.0 of this policy.

4.0 SEARCH AND SCREENING COMMITTEES FOR FILLING FULL-TIME POSITIONS

4.1 Support Staff

External searches for full-time support staff positions are to be conducted using a Search and Screening Committee of two to four members. If possible, a member of the protected class will be included on this Committee.

4.2 Faculty

Searches to fill full-time faculty positions will typically be conducted using a Search and Screening Committee. Such Committee will consist of four(4) to seven(7) members including faculty from the appropriate areas and, at least one member, if possible, of the protected class. The Committee will normally be chaired by the Dean or Chairperson. The requirement of at least four(4) members may be waived during the summer upon consultation with the President.

4.3 Administrative Staff

Searches for full-time administrative positions will be conducted, by a Search and Screen Committee of four (4) to seven (7) members at least one of whom should be a member of the protected class, if possible. The supervisor of the area will normally chair the Committee. The requirement of at least four (4) members may be waived during the summer upon consultation with the President.

The Committee will screen all applications and will recommend candidates to be interviewed using the Affirmative Action Record (attached). It will interview candidates either by telephone conference call and/or in person at the discretion of the Committee Chairperson and subject to availability of funds.

Insofar as practicable, the Committee will recommend no fewer than two unranked candidates to be employed unless there is evidence that one candidate clearly meets the requirements of the position better than all other candidates.

5.0 FILLING POSITIONS AS AN AFFIRMATIVE ACTION

Affirmative Action appointments may be authorized in those cases where a hiring unit has suffered chronic underutilization as defined by the University's Affirmative Action Plan. In such instances, a Search and Screening Committee shall be used, but the requirement to advertise the position publicly may be waived as an affirmative action.

Faculty and staff are encouraged to provide the President with names of members of the protected class from professional meetings and among their qualified acquaintances as potential candidates for consideration.

6.0 COMMUNICATING WITH APPLICANTS

A copy of the position description must be sent to each person expressing an interest in the position. Applicants screened out in the early stages because of basic deficiencies (e.g., not meeting the required qualifications, no terminal degree, lack of required experience or academic credentials) will be informed (after step 11.0 in the Affirmative Action Record has been completed) that they are not among the list of applicants who are under further consideration for the position.

ALL communications with applicants must be conducted through the chairperson of the Search and Screening Committee. That is, members of the Committee are to refer all applicant inquiries to the chairperson in order to avoid the possibility of an aborted search.

Any candidate who has been interviewed is not to be told that he/she is the Committee's choice until after the Committee Chairperson and the appropriate vice president have made a recommendation which has been approved by the President. After the selected candidate has accepted the position, the Committee Chairperson can then notify others who were interviewed that an appointment has been made and they are no longer under consideration.

7.0 SCREENING PROCEDURE

Rating sheets are recommended to be used in screening candidates in the initial evaluation. The sheets should list the "required" and "desired" criteria announced in the position description. Each member of the Committee is to review the credentials of all applicants and rate them according to the stated criteria. As credentials are screened, assumptions based on any nonprofessional factors must be avoided.

A record of the applicants and readily discernible information about their status as members of the protected class is to be reviewed by the appropriate vice president and the President who in consultation with the Affirmative Action Coordinator, will determine if any discriminatory practices occurred during the screening process before the "short list" is determined.

8.0 INTERVIEWING PROCEDURE

After the President approves the short list, the top-rated candidates can be interviewed. If there is evidence that one of the candidates is clearly the most qualified in the pool, it is possible to interview only that candidate.

Should the President feel that the screening process has been flawed, a re-evaluation of the candidates may be required, or the search may be aborted and the vacancy re-advertised.

During the interviewing process, special care must be taken to treat all persons the same. No questions should be asked of one race or sex that would not be asked of another. Any questions related to the candidate's race, sex, age, marital status, family situation, religion, handicap, veteran, or other non-professional characteristics must be avoided by everyone who interviews the candidates.

9.0 THE FINAL CHOICE

The only criteria used in arriving at a recommendation are the criteria which were in the position description at the start of the process. Rating sheets are recommended during the final stage of the selection.

The Committee Chairperson is to record the results of the interview process in a manner similar to that for the screening process. The record is to be reviewed by the appropriate vice president in consultation with the Affirmative Action Coordinator. The recommendation will then be forwarded to the President for final approval.

10.0 FINAL APPROVAL

Approval for all university positions shall be in accordance with the policy "Approval of Personnel Appointments." Letters of appointment will be signed by the President or his/her designee.

11.0 RETAINING RECORDS

All records related to the search are subject to review and will be maintained by the affirmative action coordinator's office for five years following the date of the report.

12.0 SPECIAL ADMINISTRATIVE APPOINTMENTS

12.1 Short Notice or Emergency Appointments to Full-Time Positions

Appointments of this type for external candidates shall follow as closely as possible the spirit and intent of the University's affirmative action guidelines. The President may appoint such individual on a temporary contract with consideration for reappointment to be based upon the individual's qualifications, performance, and/or affirmative action obligations.

12.2 Internal Appointments

The University encourages and supports the advancement and recognition of its existing employees. In an effort to provide opportunities for employees to advance, the President may appoint University employees to available positions. Internal appointments will be possible if the employee is fully qualified for the position, an external search is considered unnecessary, and the University's affirmative action guidelines are considered.

12.3 Acting Appointments

Such appointments, whether the search is conducted on or off campus, are to follow the spirit and intent of these guidelines. Acting or "interim" appointments will generally be for a maximum duration of one year. The President may extend the appointment if conditions warrant.

12.4 "Assistant to" Appointments

Such appointments are possible, with or without a search, with the appointment letter stating that the term of appointment coincides with the term of the supervisor or may be terminated before the end of the supervisor's term of office.

12.5 Other Appointments

All appointments for faculty and support staff positions will follow specified affiliation posting requirements.

13.0 DEVIATIONS FROM THESE HIRING GUIDELINES

Any deviation from these affirmative action guidelines is to be approved in writing by the President before the deviation occurs.

14.0 SUMMARY OF MAJOR STEPS TO BE FOLLOWED

- Gain approval to fill a vacant position using required forms
- Develop a position description and attach to forms
- Form a Search and Screening Committee
- Conduct an affirmative action search
- Develop a short list, using Affirmative Action (AA) Record, Part B
- Gain approval of procedures followed to date (see AA Record)
- Notify applicants who are not on the short list
- Interview candidates
- Recommend candidates to be employed (see AA Record, Part C)
- President acts to employ or recommend employment to Board of Trustees
- Candidate of the President's choice/approved by Board accepts offer
- Notify unsuccessful candidates
- Retain records

15.0 PERSONNEL EMPLOYMENT HANDBOOK

The University shall develop, and amend as necessary, a Personnel Employment Handbook that implements these Affirmative Action Guidelines.

AFFIRMATIVE ACTION RECORD
SHAWNEE STATE UNIVERSITY

This record is to be completed prior to the extension of an offer of employment. Its purpose is to provide a uniform procedure for the review of prospective Presidential contract offerings. To expedite review, this form must be completed in full with supporting documents attached.

Division:

Supervisor Responsible for the Search:

Part A: General Information

1.0 Position to be filled
(Attach a copy of job description)

2.0 Date position posted/advertised by Personnel Office:
Summary of advertising: List Name of publication(s) and date(s) appearing. Attach copies of all advertising.

- A. Local Media
- B. Regional Publications
- C. National Publications
- D. Professional Journals or Newsletters
- E. Other:

3.0 Date proposed contract to become effective:

4.0 Proposed contract type:

_____ Administrative
 _____ AY _____ FY _____ Other (Specify _____)
 _____ Faculty
 _____ Class _____
 _____ AY _____ FY _____ Other (Specify _____)

5.0 Will the proposed contract be a temporary contact _____ Yes _____ No

6.0 If position is less than full time indicate percent FTE:

Part C: Recommending Candidate (s) to be Employed

12.0 The following candidate(s) were interviewed:

13.0 The unranked candidate(s) recommended for appointment include:

14.0 Specify the reason(s) members of the protected class who were interviewed were not recommended for appointment.

15.0 I hereby certify that the above contained information is accurate to the best of my knowledge and complies with Shawnee State University Affirmative Action Policy in letter and spirit.

Search Committee:

	Name	Signatures
A.		
B.		
C.		
D.		
E.		
F.		
G.		

16.0 Vice President Approval:
I have reviewed the interview process in consultation with the Affirmative Action Coordinator and recommend the employment of the recommended candidate:

Vice President

Date

17.0 President's Approval:
With the President's approval, a verbal offer of appointment may be made, to be followed by a letter and/or contract.

President

Date