

KUSM EEO Outreach Policies

KUSM is required to carry out all hiring practices in compliance Montana State University policies and procedures. A copy of the Montana State University Equal Opportunity/Affirmative Action policy is attached.

KUSM is a member of the Montana Broadcasters Association. The Montana Broadcasters Association is a member organization dedicated to serving the needs of radio and television stations in Montana and educating the public on the value of free over-the-air broadcasting. All KUSM job vacancies will be posted with the Montana Broadcasters Association.

Section I

(1) KUSM job vacancies may be accessed through the Montana State University-Bozeman web site at www.montana.edu or the Montana Broadcasters Association web site at mba@mtbroadcasters.org

(2) KUSM complies with Montana State University-Bozeman Personnel policies and procedures. All job openings will be posted through Montana State University-Bozeman web site at www.montana.edu as well as the Montana Broadcasters Association web site at mba@mtbroadcasters.org

(3) KUSM complies with Montana State University-Bozeman Personnel policies and procedures.

(4) When appropriate, job vacancies will be announced on KUSM.

(5) KUSM complies with Montana State University-Bozeman Personnel policies and procedures in compliance with FCC EEO requirements. Appropriate parties will handle necessary arrangements for advertising.

(6) KUSM complies with Montana State University-Bozeman Personnel policies and procedures. We often request vacancies be advertised in publications that are directed toward minorities and women. (Indian Country Today, etc)

(7) KUSM complies with Montana State University-Bozeman Personnel policies and procedures. We also request vacancies be advertised in trade periodicals. (Broadcasting & Cable, TV Technology, etc)

(8) KUSM will promote job openings at all MBA functions and Professional workshops.

(9) KUSM has a designated bulletin board in the office to post job openings for the station as well as Montana State University-Bozeman openings.

Section II

KUSM complies with Montana State University-Bozeman Personnel policies and procedures.

Section III

KUSM will engage in and complete the following within each two-year period of the eight year license term:

- *establish an internship program designed to assist members of the community to acquire skills needed for broadcast employment;

- *participate in scholarship programs designed to assist students interested in pursuing a career in broadcasting;

- *establish training programs designed to enable station personnel to acquire skills that could qualify them for higher lever positions;

- *establish a mentoring program for station personnel;

- *list each upper-level category opening in newsletters or media trade groups whose membership includes substantial participation of women and minorities;

- *provide training to management level personnel as to methods of ensuring equal employment opportunity and preventing discrimination.

Recordkeeping

KUSM will collect and retain the information referred to in *EEO in 2003 and Forward*. KUSM will also use the forms and attachments as appropriate.

General EEO Program

(1) Jack Hyyppa, KUSM Manager, delegates responsibility to the KUSM Human Resource level, as well as search committee chair people, and other staff as needed.

(2) KUSM will hold an annual staff meeting to inform its employees and recognized employee organizations of the equal employment opportunity policy and program and enlist their cooperation.

(3) The classified recruitment and selection policies are designed to assist departments in obtaining the most qualified candidates for their position vacancies while ensuring compliance with all applicable statutes, policies, and collective bargaining agreements. Classified recruitments are coordinated with Personnel and Payroll Services; the hiring authority and screening committees are provided with guidelines and assistance throughout the recruitment and selection process. Personnel and Payroll Services is responsible for reviewing and certifying procedural compliance in all classified recruitment before the employment offer is extended to the selected candidate.

Montana State University-Bozeman is an Affirmative Action/Equal Opportunity employer and does not discriminate in its employment policies and practices on the basis of race, sex, sexual orientation, color, national origin, age, religion, marital status, political ideas, creed, and disabilities. The University's Affirmative Action plan may be obtained from the MSU-Bozeman Affirmative Action Office

4) Montana State University-Bozeman is committed to providing a working environment for all employees and an educational environment for all students that supports and rewards career and academic goals on the basis of ability and work or academic performance. Harassment based on race, color, national origin, religion, sex, gender, sexual orientation, age or disability is a form of discrimination and is prohibited.

The University is committed to a program of affirmative action in the recruitment, hiring, training, and promotion of persons in all classes of employment to help overcome the present effects of past discrimination and prevent underutilization of qualified women and minorities, persons with disabilities, Vietnam era and disabled veterans. In addition, Montana State University-Bozeman assumes particular responsibility for providing opportunities for education and training for the state's Native American peoples in the various disciplines and professions that are characteristic of this land-grant university. The University's Affirmative Action Plan is available in the Human Resources/Affirmative Action Office.

Employees or students who commit or supervisors who knowingly condone or fail to report incidents of discrimination are subject to disciplinary actions when instances of discrimination are identified and confirmed. Knowingly filing false complaints of discrimination or knowingly providing false testimony will likewise result in disciplinary or corrective action when instances of such conduct are identified and confirmed. Retaliation against persons who file complaints or serve as witnesses is also a violation of laws prohibiting discrimination and will lead to appropriate disciplinary action against offenders.

Montana State University-Bozeman affords any student, employee, applicant for employment or admissions, or person who believes he or she was discriminated against by the University, the right to file a grievance on grounds of discrimination. As a condition of their employment and enrollment, employees and students are expected to cooperate in formal investigations of complaints of discrimination. Failure to cooperate will result in disciplinary action.

Complaints of discrimination, including harassment on the basis of race, color, national origin, sex, gender, sexual orientation, religion, age or disability should be reported to the Human Resources/Affirmative Action Office.

(5) The Performance Development component is designed to emphasize the importance of Performance planning. Performance planning is the process by which supervisors and employees work collaboratively to:

- Identify job-related priorities and goals;
- Identify job-related skills and behaviors (Job Success Factors) that impact overall job performance;
- Determine resources needed for the employee to be successful;
- Engage in a *two-way* dialogue to assess on-going progress; and
- Document each Performance Development Cycle's discussions through the Performance Plan, Checkpoint Reviews, and Performance Review.

Performance Development is a *joint* responsibility of the supervisor and the employee.

- Supervisors are expected to play an active role in the performance planning process by:
 - Identifying job priorities;
 - Determining expectations for successful performance;
 - Allocating appropriate resources;
 - Supporting employee performance and professional development; and
 - Encouraging employees toward successful outcomes.
- Employees are expected to participate in the development of their Performance Plan by:
 - Participating in discussions regarding performance expectations;
 - Identifying areas for improvement; and
 - Suggesting opportunities for growth.
- Supervisors and employees *share* the responsibility for ensuring that the performance planning process occurs in a timely and appropriate manner and that the Performance Plan is clear and understood by both parties.

Specific Measures:

(1) See #3 above.

(2) Seniority means a permanent employee's length of continuous service with the employing campus in the bargaining unit. The seniority date for all permanent employees

shall typically be the most recent date of hire in a bargaining unit position. However, an employee's seniority date may be adjusted to reflect seniority credits earned prior to a transfer out of the bargaining unit in accordance with Subsection A.

Subsection A. Seniority shall cease to accrue if an employee is laid off, or if an employee is transferred or promoted to a position out of the bargaining unit. Upon the return to a bargaining unit position, it shall be the responsibility of the employee to inform the employer in writing of the employee's eligibility for recognition of prior seniority credits.

Subsection B. Seniority shall be revoked upon termination, promotion or transfer out of the bargaining unit in excess of one year, discharge for cause or retirement. Seniority is not transferable between campus units of the university system nor between bargaining units.

The parties recognize that the best interests of an employee will be served by placing him/her in a position for which he/she is qualified. In the event that a reduction-in-force results in the transfer of a more senior employee into a position for which the employee may not be qualified, the following procedure will be used:

1. the selection criteria included in the most recent vacancy announcement (within the last 2 years) will be used as the basis for determining the job requirements;
2. the affected employee will prepare an application, presenting his/her qualifications against the established job requirements;
3. if it appears that the more senior employee is not able to meet the qualifications and skills of the new position, Personnel will contact the Union to review the situation and attempt to reach mutual agreement on the employee's qualifications for the position;
4. if mutual agreement cannot be achieved, the employee will be given a thirty (30) working day trial period which may be extended by mutual agreement, at the end of which the employer will assess the employee's progress and determine whether to retain the employee in the position or place him/her in a layoff pool. At any time during the trial period, the employee may opt to enter the layoff pool.

(3) *Statewide Classification and Pay* - Personnel and Payroll Services has delegated authority from the State Classification Bureau to review all classified positions for assignment to the appropriate classification and grade, and to ensure compliance with the statewide classification rules and pay plan rules.

(4) To fill a classified position vacancy, the department has the following options:

A. *External Recruitment* - If an external recruitment is conducted, the vacancy is advertised within the local community, and for some positions, throughout the state or region. Personnel and Payroll Services will work with the hiring authority to develop the

recruitment plan, which will identify where advertisements and announcements should be placed, such as campus posting, newspapers, professional journals, and the local Job Service. All externally recruited classified positions will be listed with the Bozeman Job Service, posted on all the Personnel and Payroll Services job announcement bulletin boards, announced on Dial-A-Job, and posted on the MSU-Bozeman website at www.montana.edu. Personnel and Payroll Services will identify the additional recruitment sources which should be used to be in line with MSU-Bozeman EEO/AA guidelines. Advertising costs are charged directly to the recruiting department. Personnel and Payroll Services will prepare the vacancy announcement and submit appropriate advertisements to the agreed upon publications.

External recruitment requires a minimum posting period of 10 working days. The typical recruitment will last from 4 to 6 weeks, depending on the specific nature of the search.

B. *MSU System Recruitment* - If an MSU System recruitment is conducted, the minimum posting period is 10 working days. The vacancy announcement is posted on all official MSU System bulletin boards, posted on the MSU-Bozeman website, sent to off-campus departments, and listed on Dial-A-Job. To be eligible to apply for an MSU System recruitment, *candidates must be current MSU System employees who were hired through an approved MSU search.*

C. *Campus-Wide Recruitment* - If a campus-wide recruitment is conducted, the minimum posting period is 5 working days. The vacancy announcement is posted on all official MSU-Bozeman bulletin boards, posted on the MSU-Bozeman website, sent to off-campus departments, and listed on Dial-A-Job. To be eligible to apply for an MSU-Bozeman campus-wide recruitment, *candidates must be current MSU-Bozeman employees who were hired through an approved MSU-Bozeman search.*

Employees transferring to another department through a campus-wide recruitment are expected to provide their current department with a minimum notice of 2 weeks prior to the transfer.

D. *Departmental Recruitment*- Departments may elect to announce a vacancy only to employees within the department. All employees will be notified, either through posting or a memo given to each employee, of the position vacancy. This notice will include the selection criteria which will be used to evaluate each applicant.

Employees will submit a written expression of their interest in the position vacancy. The department may request an MSU-Bozeman application, a specialized letter and/or resume, or merely a written statement of interest.

A committee will be created, consisting of at least the hiring authority and 2 other employees, to review the candidacy of interested employees. The most qualified candidate must be selected based on an assessment of qualifications in line with the established selection criteria.

Both the decision to conduct a departmental search, and the selection of the best qualified candidate, will be reviewed with Personnel and Payroll Services prior to initiating either action.

(5) Montana State University-Bozeman shall post and publish notice of all vacancies sufficiently in advance of the hiring date to afford all employees who are eligible to apply for the vacancy an equal opportunity to submit an application for the vacancy.

(6) Montana State University-Bozeman does not discriminate in admission, access to, or conduct of its educational programs and activities nor in its employment policies and practices on the basis of race, color, national origin, sex, sexual preference, marital status, age, religion, creed or political belief, mental or physical handicap or disability, or status as a Vietnam era or disabled veteran.

The University is committed to a program of affirmative action in the recruitment, hiring, training, and promotion of persons in all classes of employment to help overcome the present effects of past discrimination and prevent underutilization of qualified women and minorities, persons with disabilities, Vietnam era and disabled veterans. In addition, Montana State University-Bozeman assumes particular responsibility for providing opportunities for education and training for the state's Native American peoples in the various disciplines and professions that are characteristic of this land grant university.

MSU-Bozeman's policies on Equal Opportunity/Affirmative Action are available by contacting Affirmative Action or at <http://www.montana.edu/wwwaffirm/eoaatxt.htm>

Equal Opportunity/Affirmative Action

2-1. Policy

- 2-1. Sexual Harassment and Sexual Intimidation
- 2-1.2 Sexually Explicit Materials in the Workplace
- 2-1.3 Consensual Relationships (Interim Policy)

2-2. Accommodation for Persons with Disabilities

2-3. University Compliance Officer

2-4. Alternate Formats

2-5. References

2-1 Policy

Montana State University-Bozeman does not discriminate on the basis of race, color, national origin, sex, sexual preference, marital status, age, religion, creed or political belief, mental or physical handicap or disability, or status as a Vietnam era or disabled veteran in admission, access to, or conduct of its educational programs and activities nor in its employment policies and practices.

Montana State University-Bozeman is committed to providing a working environment for all employees and an educational environment for all students that supports and rewards career and academic goals on the basis of ability and work or academic performance. Harassment based on race, color, national origin, religion, sex, gender, sexual orientation, age or disability is a form of discrimination and is prohibited.

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American peoples in the various disciplines and professions that are characteristic of this land-grant university. The University's Affirmative Action Plan is available in the Human Resources/Affirmative Action Office.

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Montana State University-Bozeman affords any student, employee, applicant for employment or admissions, or person who believes he or she was discriminated against by the University, the right to file a grievance on grounds of discrimination. As a condition of their employment and enrollment, employees and students are expected to cooperate in formal investigations of complaints of discrimination. Failure to cooperate will result in disciplinary action.

Complaints of discrimination, including harassment on the basis of race, color, national origin, sex, gender, sexual orientation, religion, age or disability should be reported to the Human Resources/Affirmative Action Office.

2- Sexual Harassment and Sexual Intimidation

1.1

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made implicitly or explicitly as a term or condition of an individual's employment or education,
2. Submission to or rejection of such conduct is used as a basis for employment or educational decisions, or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or of creating an

intimidating, hostile, or offensive environment.

Sexual intimidation includes any unreasonable behavior, verbal or nonverbal, which has the effect of subjecting members of either sex to humiliation, embarrassment, or discomfort because of their gender.

Sexual harassment is a form of sex discrimination and is prohibited by state and federal non-discrimination laws. Sexual intimidation in education is prohibited by state rules.

2- Sexually Explicit Materials in the Workplace

1.2

In keeping with the University's policy on sexual harassment, Montana State University-Bozeman desires to create a working environment for employees and a learning environment for students which is free of sexual harassment and intimidation. Materials such as calendars, posters, post cards, photography and cartoons that contain sexually explicit images or language can create an intimidating, hostile or offensive environment and may subject persons of either sex to humiliation, embarrassment or discomfort because of their gender. Such materials are inappropriate and should be removed from the workplace.

This policy applies to space provided by the University such as offices, shops, classrooms, hallways, lounges and study carrels.

This policy does not apply to: (1) libraries, resource rooms, research collections; (2) materials related to course content or assignments used in the educational setting; (3) displays and exhibits in galleries and museums, or (4) private rooms or family housing units rented from the University.

2-

1.3 Consensual Relationships (Same as Faculty Handbook Section 445.00, Conflict of Interest)

A consensual romantic relationship in which one party is in a position to evaluate the work of the other is a potential conflict of interest. When such a potential conflict of interest results between employees or an employee and a student, the employee(s) shall disclose the potential conflict of interest to his or her supervisor. The supervisor and the employee shall take steps to ensure that there is no conflict of interest.

The employee's failure to disclose such a potential conflict of interest may require appropriate resolution.

2-2**Accommodation for Persons with Disabilities**

The University is committed to the elimination of disability-based discrimination against qualified persons with disabilities and will make appropriate reasonable accommodation for any known disability that interferes with an applicant's ability to compete in a selection process, an employee's ability to perform the essential functions of a job, a student's ability to meet the essential requirements of an academic program, or a person's ability to benefit from a University service or participate in a University sponsored or hosted event.

All applicants, employees, students or participants, including those with disabilities, are expected to be able to perform the essential functions of the position or program, with or without reasonable accommodation. It is the responsibility of the applicant, employee, student or participant with a disability to inform the appropriate person, as indicated below, that an accommodation is needed:

1. To request accommodation in a job application or interview process, contact:
 - the hiring authority or chair of the search committee of the search, as indicated on the vacancy announcement;
 - Employee Relations and Services (406/994-3583; TDD: 406/994-4331) if the position is for classified employment, or
 - Human Resources/Affirmative Action (406/994-2042; TDD: 406/994-4191) if the position is for faculty or contract professional employment.
2. To request accommodation in employment, including concerns about job duties, contact the direct supervisor.
3. To request accommodation when applying for admission to the University, contact:
 - The Director of New Student Services, (406/994-2452, TDD 406/994-3334), if applying for undergraduate admissions.
 - The Dean of Graduate Studies, (406/994-4145), if applying for graduate admissions.
4. To request accommodation when applying for housing or to request

housing accommodation, contact:

- Residence Life and University Food Service (406/994-2661, TDD 406/994-5808), if applying for housing in the residence halls.
 - Family Housing (406/994-3730, TDD 406/994-5808), if applying for family or graduate housing.
5. To request accommodation related to an academic program or requirement, class, or other educational opportunity or activity, contact the Office of Disabled Student Services, Room #155, Strand Union Building, (406/994-2824). A student who desires accommodation for a disability must submit appropriate documentation of the disability and request for accommodations to this address.
 6. To request public accommodation or accommodation to participate in an University sponsored or hosted event, contact the event sponsor or the University Compliance Officer (406/994-2042).

2-3 University Compliance Officer

The person responsible for the University's compliance efforts is:

Corlann Gee Bush
Human Resources/ Affirmative Action Director
210-C Montana Hall Montana State University-Bozeman
Bozeman, MT 59717-2430
Phone: 406/994-2042
TDD: 406/994-4191
Fax: 406/994-2893
e-mail: corkyb@montana.edu

2-4 Alternate Formats

This and other University policies and procedures are available in alternate formats upon request.

2-5 References

- Civil Rights Acts of 1866 and 1871.
- Titles VI and VII of the Civil Rights Act of 1964 (42 U.S.C. 2000d).
- Civil Rights Restoration Act of 1988.
- Civil Rights Act of 1991.

- Title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.).
- Equal Pay Act of 1963.
- Equity in Athletics Disclosure Act of 1994.
- Age Discrimination in Employment Act of 1975, as amended (29 U.S.C. 621).
- Americans With Disabilities Act of 1990.
- Sections 503 and 504 of the Rehabilitation Act of 1972 (29 U.S.C. 794).
- Vietnam Era Veteran's Readjustment Act of 1974.
- Montana Veteran's Employment Preference Act.
- Montana Human Rights Act.
- Executive Orders 11246 as amended by Executive Order 11375 and 12086 and implemented by Revised Order 4.
- Montana Board of Regents of Higher Education, Policy and Procedures Manual, Sections 703 and 1902.
- Fair Housing Act 942 VSC 360 1 et.seq.

Affirmative Action Recruitment and Hiring Manual



Updated November 16, 2000

Contact: Corky Bush, corkyb@montana.edu

An Overview of the Recruitment and Hiring Process

1. The hiring authority prepares the position description questionnaire and RAF and submits them to the appropriate Vice President. [Sections 4 and 5.]
2. Once budget approval for the position has been obtained, the hiring authority consults with HR/AA (994-2042) to discuss search procedures and requirements. [Sections 4 and 11.]
3. The hiring authority appoints the secretary to the search and establishes the budget for search expenses. [Section 8.]
4. The hiring authority appoints the search or screening committee and writes the charge to the committee. [Section 7.]
5. The search committee chair or hiring authority invites a representative from HR/AA to orient the search committee. [Section 7.]
6. The search committee writes the vacancy announcement and advertisements and submits these to HR/AA for approval before publicizing or advertising the position. [Sections 9 and 10.]
7. The committee advertises the position in required and enhanced recruitment sources appropriate to the type of position and level of the search. [Section 11.]
8. Before evaluating applications, the committee develops the screening or selection criteria to be used in the evaluation of applicants and submits these to HR/AA for approval. [Section 12.]
9. The secretary sends HR/AA the names and addresses of all applicants as they are received. [Section 8.]

10. The committee screens applications using the approved screening instrument, determines who meets required qualifications, and sends HR/AA the list of legitimate candidates. [Section 13.]
11. The committee continues to screen applications and establishes the pool of viable candidates. [Section 14.]
12. The committee establishes its finalist pools and discusses these with the hiring authority. The hiring authority or committee chair informs HR/AA of the names of finalists, learns the names of protected class members on the list, and obtains permission to invite candidates for interviews. [Section 14.]
13. The hiring authority or committee chair invites candidates for interviews. [Section 15.]
14. The committee develops interview questions based on the permissible and impermissible questions discussed in Section 16.
15. The committee, the chair, and the hiring authority develop the interview schedule. [Section 15.]
16. The hiring authority, committee chair and committee members, as well as appropriate administrators and constituency groups, interview candidates. Constituency groups and other give deed back on candidates to the committee. The committee summarizes the feed back and makes recommendations as to the acceptabililty, strengths, and weaknesses of the cadidates. [Section 15.]
17. The hiring authority decides whom to hire based on background checks input from the committee, the department, and other interested parties as well as her or his own judgment and contacts HR/AA for approval BEFORE making a verbal offer. If a protected class member has been interviewed but is not selected the hiring authority should write a letter of rational. This decision should be discussed with HR/AA before an offer

is made. [Section 17.]

18. The hiring authority makes a verbal offer to the selected candidate and negotiates any terms and conditions of employment with the candidate. [Section 17.]
19. The hiring authority writes the formal letter of hire or letter of appointment, obtains all appropriate approvals, and sends it to the candidate for signature. [Sections 18 and 19.]
20. The hiring authority notifies unsuccessful interviewees they have not been selected, informs the committee and appropriate administrators of the hiring, and thanks committee members for their hard work.
21. The secretary completes RAF or revises the PRF and submits it with the letter of hire or letter of appointment to appropriate administrators and HR/AA for approval. [Sections 18 and 19.]
22. The secretary assembles a complete file on the search including applications, minutes of committee meetings, evaluation sheets from committee members, and feedback sheets from University faculty, staff, and students. This complete file should be retained for three years. A summary file containing the position description, vacancy announcement, the final report of the committee and the letter of appointment or letter of hire should be retained for three more years.
23. The search secretary places a copy of the position description and letter of hire or letter of appointment in the new employee's personnel file.
24. The department head gives the new employee a copy of the position description and, if the position is tenure track, a copy of the department's and/or college's P&T document. [Section 18.]

Quick Facts

MSU-Bozeman guarantees **equal opportunity** in the employment

process by:

- developing written position descriptions,
- advertising vacancies in recruitment sources appropriate to the position,
- appointing committees to review and evaluate applicants, and
- conducting fair and impartial evaluations of candidates.

The University takes **affirmative action** by:

- ensuring that approximately 25% of the members of search committees are women,
- advertising positions in appropriate enhanced recruitment sources,
- guaranteeing that protected class finalists are interviewed, and
- requiring justification if protected class finalists are interviewed but not hired.

Affirmative Action Recruitment and Hiring Manual



Updated November 16, 2000

Contact: Corky Bush, corkyb@montana.edu

Recruitment Procedures

The nature and extent of recruitment necessary to fill a position is based on the type of position, duration of the appointment, recruitment area where individuals who meet the minimum qualifications for the position are available, and other considerations described in the MSU Affirmative Action Plan. This section explains the level of recruitment required for different types of positions, the minimum time a vacancy must remain open, and the type of committee needed to conduct the search.

6-1 Recruitment Requirements

- 6-1.1 Faculty Positions
- 6-1.2 Contract Professional Positions
- 6-1.3 Research Professional Positions
- 6-1.4 Acting or Interim Positions

6-2 Advertising Requirements

- 6-2.1 National Search
- 6-2.2 Regional Search
- 6-2.3 Statewide Search
- 6-2.4 Local Search
- 6-2.5 "Pool" Search
- 6-2.6 On-Campus Search
- 6-2.7 Internal Search

6-3 "Pool" Searches

6-4 On-Campus and Internal Searches

- 6-4.1 Procedures
- 6-4.2 Career Ladders

6-5 Filling Positions Without a Search

- 6-5.1 Conversions
- 6-5.2 Writing an Appointee into a Grant or Contract
- 6-5.3 Temporary Appointments and Reassignments
- 6-5.4 Affirmative Action Hires

6-6 Filling More Than One Position from the Same Search

6-7 Failed or Canceled Searches

6-8 Exceptions

6- Recruitment Requirements

1

A search to fill a vacant position may be conducted on a national, regional, statewide, local or on-campus basis. Each type of search imposes different requirements in terms of recruitment area, advertising source and length of the recruitment period. The following list summarizes the major differences in search requirements and summarizes their associated recruitment policies in greater detail.

6-

1.1 Faculty Positions

Faculty are appointees engaged in the teaching, research, and/or service mission of the University. A faculty member has academic rank appropriate to her or his academic preparation and expertise.

- ***Tenable Faculty.***

Tenable faculty are persons who (1) are engaged in the teaching, research, and/or service mission of the University (2) have an academic rank associated with the process of earning tenure (see MSU-Bozeman Faculty Handbook Section 320.00) and (3) have an appointment which may lead or has lead to tenured status as defined in MUS Policy 706.1 (cited in MSU-Bozeman Faculty Handbook Section 500.00.)

- Recruitment Area:

- National.

- Type of Committee:

- Search Committee.

- Minimum Advertising Period:

- One (1) month from date of first appearance of the print ad in a major national recruitment publication of the profession.

- ***Department Head/Faculty Director***

Department heads administer academic departments. Faculty directors administer the work and activities of faculty either in centers or similar units or equivalent or cross disciplinary or

multidisciplinary programs. A department head or faculty director has academic rank and, if tenurable, has retreat rights to a position in the department where the locus of tenure resides.

○ *Department Head.*

This category includes titles of department head, department chair, director of the Schools of Art and Music, and superintendent of an Agricultural Research Center.

■ **Recruitment Area:**

National search recommended; internal search permitted. All tenurable members of the department must be notified of the vacancy in writing if the search is internal.

■ **Type of Committee:**

Search committee required for national search. Screening committee required for internal search.

■ **Minimum Advertising Period:**

If the search is national, one (1) month from date of the first appearance of the print ad in the major professional recruitment publication; the search is internal ten (10) working days from date of receipt of the letter of notification.

○ *Faculty Director.*

[This category includes directors of academic support programs such as WAMI, Mountain Research Center, University Honors and the Undergraduate Scholars Program as well as directors of centers such as the Montana Manufacturing Extension Center and the Center for Biofilm Engineering.

■ **Recruitment Area:**

Regional search recommended. On-campus recruitment required.

■ **Type of Committee:**

Search committee required for regional search. Screening committee required for an on-campus search.

■ **Minimum Advertising Period:**

four (4) weeks from first appearance of the print ad in a regional recruitment publication for an off-campus search; Two (2) weeks from date of notice for an on-campus search.

- **Academic Support (Nontenurable) Faculty.**

Academic support faculty are appointees who assist with the instructional mission of the University but who are not eligible for continuous tenure. The person may be appointed on a letter of appointment for six months or less without a search. If the appointment will likely be extended or renewed, a search must be conducted to fill the position. Once hired as the result of a search, the individual may be reappointed as necessary.

- *Visiting Faculty.*

- Recruitment Area:

- National recruitment is recommended; under certain circumstances, recruitment may not be required.

- Type of Committee:

- Search Committee.

- Minimum Advertising Period:

- One (1) month from date of first appearance of the print ad documented or web listing in the major recruitment publication.

- *Adjunct Faculty.*

- Recruitment Area:

- Local. A minimum of a "pool" search is required.

- Type of Committee:

- None. Hiring authority may review applications and make appointments.

- Minimum Advertising Period:

- Two (2) weeks from date of first print advertisement in the local recruitment publication.

- *Affiliate Faculty.*

- No recruitment required.

6- 1.2 **Contract Professional Positions**

[Contract professionals are nonclassified, nonfaculty employees appointed on a Board of Regents contract or letter of appointment. Included in this category are executives/administrators, professional staff, academic support professionals, and research professionals (Section 6-1.3).

- ***Executive/Administrator.***

This category includes persons whose primary responsibility is the management of the institution as a whole or a customarily recognized department or subdivision thereof.

- Recruitment Area:
National.
- Type of Committee:
Search Committee. Representatives appointed by Faculty Council and ASMSU are required on the search committee.
- Minimum Advertising Period:
Six (6) weeks from date of first appearance of the print ad in a major recruitment publication.

- ***Professional Staff.***

[This category includes persons whose work customarily and regularly requires the exercise of discretion and independent judgement, whose position meets the FLSA criteria for overtime exemption and the University criteria listed in Section 4-5.4.)

- Recruitment Area:
National search recommended. Regional.
- Type of Committee:
Search Committee.
- Minimum Advertising Period:
Four (4) weeks from date of first appearance of the ad in the major recruitment publication.

- ***Academic Support Professionals.***

[This category includes persons appointed to such titles as Assistant and Associate Provost, Assistant and Associate Dean, and Assistant to the Dean.]

- Recruitment Area:
Regional search recommended. On-campus recruitment required.
- Type of Committee:
Screening committee required for an on-campus search. Search committee recommended for regional search.
- Minimum Advertising Period:
Two (2) weeks from date of notice for an on-campus search; four (4) weeks from first appearance of the ad in a regional

recruitment publication for an off-campus search.

6-

1.3 Research Professional Positions

- ***Research Professional with Academic Responsibilities.***
[This category includes Research Professor, Associate Research Professor, and Assistant Research Professor titles.]
 - Recruitment Area:
National
 - Type of Committee:
Search Committee.
 - Minimum Advertising Period:
Four (4) weeks from date of first appearance of the ad in the major recruitment publication. Concurrent posting on a discipline specific Web site is required.

- ***Research Scientist.***
[This category includes Senior Research Scientist, Research Scientist, Senior Research Engineer, Research Engineer titles.]
 - Recruitment Area:
Regional.
 - Type of Committee:
Search Committee.
 - Minimum Advertising Period:
Four (4) weeks from date of first appearance of the ad in the major recruitment publication. Electronic posting on a discipline specific Web site may substitute for advertisement in a print journal.

- ***Post Doctoral Research Associate/Post Doctoral Scholar.***
 - Recruitment Area:
National.
 - Type of Committee:
None. Hiring authority may review applications and make hiring decision.
 - Minimum Advertising Period:
Three (3) weeks from date of first appearance of the ad in the major recruitment publication. Electronic posting on a

discipline specific Web site may substitute for advertisement in a print journal.

- **Research Associate.**

- Recruitment Area:
State.
- Type of Committee:
Search committee composed of hiring authority and at least two others.
- Minimum Advertising Period:
Two (2) weeks from date of first appearance of the ad in the major recruitment publication. Electronic posting on a discipline specific Web site may substitute for advertisement in a print journal.

6- Acting or Interim Positions

1.4

- Recruitment Area:
On-campus or internal recruitment recommended.
- Type of Committee:
Screening committee required for an on-campus search.
- Minimum Advertising Period:
Two (2) weeks from date of advertisement if search is on-campus; one (1) week from date of notice if the search is internal to the department.

6- Advertising Requirements

2

All searches must be posted on the MSU homepage and advertised at least three times in *The Bozeman Daily Chronicle*, one of which must be a Sunday. The address is 2820 West College, Bozeman, MT 59715. Phone: 406/587-4491; Fax: 406/587-7995. If the recruitment area is national or regional, HR/AA will approve shortened ads for placement in the Bozeman Chronicle.

6-

2.1 National Search

For a national search, the position must be advertised in at least one (1) national recruitment publication relevant to the field. National recruitment publications include professional journals, national newsletters, and newspapers such as *The Chronicle of Higher*

Education.

6- Regional Search

2.2

A regional search requires that the position be advertised at least one Sunday in at least one regional newspaper. The hiring authority or search committee may define the "region" as the one most appropriate for the position. Regional newspapers include the *Salt Lake City Tribune*, *Denver Post*, *Portland Oregonian*, *Seattle Post-Intelligencer*, and *Minneapolis Star Tribune*.

6- Statewide Search

2.3

A statewide search requires that the position be advertised in the Sunday editions of at least two Montana newspapers of general circulation in addition to *The Bozeman Daily Chronicle*. Newspapers of general circulation include the Great Falls Tribune, the Billings Gazette, and the Missoulian.

6- Local Search

2.4

Usually, a local search requires that the position be advertised in *The Bozeman Daily Chronicle* at least three times, of which one must be a Sunday. If the employee will work at one of the University's Research Centers, at an extended campus, or in a county Extension office, the local newspaper may be substituted for *The Bozeman Daily Chronicle*.

6- "Pool" Search

2.5

A pool search is a variation of a local search. Its purpose is to generate a pool of qualified applicants from which one or more hires may be made. Pool searches are usually used to fill adjunct teaching and other temporary positions and must be advertised in *The Bozeman Daily Chronicle* at least three times, of which one must be a Sunday. The vacancy announcement must also be posted in the department and on HR/AA bulletin boards in Montana Hall.

6- On-Campus Search

2.6

An on-campus search solicits applications from current employees and recent retirees from across Montana State University, usually including the other units of the MSU system. It must be announced in the *Staff Bulletin*, if possible. In addition, vacancy announcements must be posted

on college and department bulletin boards and on HR/AA bulletin boards in Montana Hall.

6- Internal Search

2.7

An internal search is a search advertised only within a department or college and is open only to current employees and recent retirees of that unit. Each person in the department who is eligible to apply for the position or to make nominations must receive a written notice of the vacancy. (See also Section 6-4.)

6- "Pool" Searches

3

To conduct a pool search, the hiring authority should:

- ***Write the vacancy announcement.***

The vacancy announcement for a pool search is more general than for a specific opening and the required qualifications are generally less rigorous.

Example:

The Department of Oceanography seeks applicants interested in teaching a variety of undergraduate classes and laboratory sections during the 1997-98 academic year, depending on the needs of the department. Requirements: MS degree in Oceanography, Marine Biology, Biology, Zoology or related field and teaching experience, preferably at the college level.

- ***Advertise the position.***

Pool ads must be posted on the MSU home page and advertised in ***The Bozeman Daily Chronicle*** or other local newspaper at least three times, including one Sunday. Vacancy announcements must be posted in the department and on HR/AA bulletin boards in Montana Hall. An open-ended screening deadline is required.

- ***Acknowledge the receipt of applications.***

Individuals may submit applications for local applicant pools throughout the year. Applicants should receive letters acknowledging the receipt of their applications.

- ***Review applications and appoint the best qualified individuals as***

needed.

Department heads may review applications themselves or may appoint a screening committee to help with this task. The hiring authority may renew the appointment of any individual who was originally hired in a position for which a search was conducted. The appointee does not have to reapply year after year.

- ***Readvertise the pool each year.***

Secretaries should notify existing applicants they are welcome to update their applications.

6- On-Campus and Internal Searches

4

An on-campus search is appropriate when the position requires prior knowledge of MSU policies, procedures, and regulations. Positions frequently filled through on-campus or internal searches are assistant or associate deans, assistants to the deans, and faculty directors. The on-campus search solicits applications from across campus or throughout the MSU system. Hiring authorities, with approval from HR/AA, decide how extensive the internal search process will be.

**6-
4.1 Procedures**

Internal recruitment for permanent positions should, as much as possible, replicate the process for external searches. HR/AA must approve all requests to fill a position through internal recruitment. Once HR/AA has approved an internal search, the process should proceed as follows:

1. The hiring authority should decide whether to review applications independently or to appoint and charge a screening committee to evaluate applicants.
2. The hiring authority or committee should develop the position description. (See Section 5.)
3. The hiring authority or committee should establish a deadline for submission of applications or expressions of interest that is at least five (5) working days from the date the vacancy announcement will be mailed. Ten (10) working days is preferable.
4. The hiring authority should notify all members of the department of

- the opening. Even employees who are not eligible to apply for the position should be sent announcements because they may wish to nominate someone who is eligible.
5. The department secretary should post the announcement on appropriate bulletin boards on campus and in the department.
 6. The hiring authority or committee should review applications and may establish the list of finalists if appropriate.
 7. The hiring authority, committee and other members of the department may interview the candidates, if appropriate.
 8. The hiring authority should review the recommendations of the screening committee, and make the hire.

6- 4.2 Career Ladders

A career ladder is an internal promotional opportunity available only to current University employees who work in departments with several layers of supervision within the same work area. A career ladder must be "in place" and approved by HR/AA before being invoked to make a specific appointment.

A hiring authority may use a career ladder to "promote" an employee to a vacant position in the same department provided the employee to be promoted was initially hired as the result of external recruitment to fill a permanent position. The hiring authority may decide to establish a career ladder in the department and, if one exists, may also decide whether or not to invoke it in any particular case.

Example:

A career ladder has been established for coaching positions in the Department of Athletics. The Head Underwater Lacrosse Coach resigns. . The Athletic Director decides to fill the vacant position by invoking the career ladder. She asks all assistant coaches in Underwater Lacrosse who are interested in a career ladder promotion to submit resumes. She reviews the resumes and decides to appoint one assistant coach to the fill the

position on a permanent basis. HR/AA authorizes her to make this career ladder promotion because (1) the assistant coach had originally been hired as the result of an appropriate external search and (2) all assistant coaches in the same sport were given an equal opportunity to compete for the position.

Note: A career ladder promotion may not be used to bypass the University's equal opportunity obligations or to make a protected class member ineligible to apply for a position. HR/AA needs to approve the career ladder in general as well as its implementation in each specific instance. Copies of career ladders should be on file with HR/AA.

6- Filling Positions Without a Search

5

In rare cases, a hiring authority may fill a permanent position without a search. Such circumstances are described in greater detail below.

6- Upgrades and Conversions

5.1

The Board of Regents prohibits converting positions or employees from the classified system to the professional system without a search for a new position. This means that a position that is currently classified must be described as a professional position and meet the criteria identified in Section 5-X. Similarly, an employee who is currently classified must apply for the professional position and be the best qualified applicant in order to move from a classified appointment to a BOR contract or letter of appointment.

Occasionally, a position currently held by a part-time employee will be made full time or a position held by a temporary employee will be made permanent. A search does not need to be conducted for the full-time or permanent position if the incumbent was hired as the result of a search that was appropriate to the level of the full-time position.

Example:

A search was conducted for a tenure-track Assistant Professor but the appointment was made at the adjunct instructor level pending the employee's completion of the Ph.D. The position may be made tenurable and hte title changed to Assistant Professor, without conducting a new search, when the

incumbent completes the degree. If the vacancy announcement for a position stated, "Adjunct Assistant Professor, one year appointment with possible conversion to tenure track," and a hire was made. The hiring authority may convert the position to tenure-track status and appoint the incumbent as an Assistant Professor without conducting another search.

6- Writing an Appointee into a Grant or Contract

5.2

A hiring authority may appoint, to an adjunct faculty, research, or professional position, an individual who is written into a grant or contract without conducting a search. The grant or contract must identify each individual by name, prospective title, salary, and brief position description. This appointment may be renewed for as long as the employee remains "written in" to the grant or contract.

6- Temporary Appointments and Reassignments

5.3

A temporary appointment or re-assignment is generally used to provide staffing while a search is underway or to provide flexibility when a hiring authority is contemplating a reorganization. The general rule is that, except for research professionals, a hiring authority may "hire anyone, who meets the qualifications for professional appointment, to do anything for six months without a search." If the need for a temporary appointment will extend beyond six months, the hiring authority should conduct an on-campus or internal search to fill the position. Such an appointment may then be extended until the permanent replacement is able to report for work. In the case of researchers, hiring authorities may hire research associates, post doctoral researchers or scholars, research scientists and research engineers, as well as research faculty for up to one year without a search. At the end of that year, the employee must be terminated, written into a grant or contract, or reappointed as the result of a search.

Any qualified person filling a position on an acting or interim basis is eligible to apply for the permanent position, unless arrangements to the contrary have been discussed and explained before the temporary appointment is made. Applications from temporary appointees must be evaluated on the same criteria as any other application.

6- Affirmative Action Hires

5.4 To increase the utilization of women and minorities in its professional and faculty workforce and to comply with federal and state laws, court orders, and the MSU-Bozeman Affirmative Action Plan, special provisions exist for the hiring and promotion of qualified women and minorities without external recruitment.

Only the President has authority to make an affirmative action hire. To bring the request to the President, the hiring authority must:

1. Contact HR/AA for permission to initiate an affirmative action hiring process. Permission to initiate an affirmative action hiring process may be granted if:
 - The department is determined to be underutilizing women and/or minorities as determined by a utilization analysis, and
 - A qualified woman or minority has been identified, and
 - Hiring the individual will assist the University in meeting the goals of its Affirmative Action plan.
2. Develop the position description. (See Section 5.)
3. Appoint a screening committee to evaluate the qualifications and experience of the candidate. The hiring authority should not serve on this committee. The committee should be composed of a minimum of three members, of whom at least one should be a woman. HR/AA should orient this screening committee.
4. Write a brief charge to the screening committee members giving any special instructions or considerations they should consider in their work.
5. Inform the candidate of the deadline for the submission of her or his dossier.
6. Charge the screening committee to review the candidate's dossier and make a recommendation to the hiring authority.
7. Write, if the screening committee's recommendation is favorable, a memo to the HR/AA Director and the President recommending the hire.

6- Filling More Than One Position From the Same Search

6

Multiple hires may be made from the same search, if the positions are the same. The decision to make several hires from the same pool of legitimate candidates should be made as early in the search process as possible. If possible, the intention to make multiple hires should be included in the position announcement.

6- Failed or Canceled Searches

7

Searches fail for many reasons that may or may not be the fault of the search process or the University.

When a search does not result in a hire, the hiring authority may:

1. Go back into the legitimate candidate pool to see if there are any other applicants who should be interviewed.
2. Cancel the search, appoint a new committee and re-advertise the position,
or
3. Reopen the search by continuing the same committee and, if appropriate, re-advertising the position. (A position need not be re-advertised if the search was open-ended.)

Occasionally, a search will fail because the candidate initially accepts and later declines an offer or resigns shortly after being appointed. In such cases, the hiring authority may seek permission from HR/AA to reopen the applicant pool. Usually, a pool can be considered "active" for six (6) months from the date a hire was made.

6- Exceptions

8

The President may make exceptions to the policies described in this section on a case by case basis, when necessary for the efficient administration of the institution.

Affirmative Action Recruitment and Hiring Manual

[HOME](#)

[SEARCH](#)



MONTANA STATE UNIVERSITY

Updated November 16, 2000

Contact: Corky Bush, corkyb@montana.edu



400.00 Recruitment and Selection

Faculty & Staff

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410.00 Classified Positions

Modified November 2001

410.10 Reference

- **Section 39-71-317, "Workers' Compensation," *Montana Code Annotated*.**

410.20 Recruitment Objectives

The classified recruitment and selection policies are designed to assist departments in obtaining the most qualified candidates for their position vacancies while ensuring compliance with all applicable statutes, policies, and collective bargaining agreements. Classified recruitments are coordinated with Personnel and Payroll Services; the hiring authority and screening committees are provided with guidelines and assistance throughout the recruitment and selection process. Personnel and Payroll Services is responsible for reviewing and certifying procedural compliance in all classified recruitment before the employment offer is extended to the selected candidate.

Montana State University-Bozeman is an Affirmative Action/Equal Opportunity employer and does not discriminate in its employment policies and practices on the basis of race, sex, sexual orientation, color, national origin, age, religion, marital status, political ideas, creed, and disabilities. The University's Affirmative Action plan may be obtained from the MSU-Bozeman Affirmative Action Office.

410.30 Recruitment Options

To fill a classified position vacancy, the department has the following options:

A. *External Recruitment* - If an external recruitment is conducted, the vacancy is advertised within the local community, and for some positions, throughout the state or region. Personnel and Payroll Services will work with the hiring authority to develop the recruitment plan, which will identify where advertisements and announcements should be placed, such as campus posting, newspapers, professional journals, and the local Job Service. All externally recruited classified positions will be listed with the Bozeman Job Service, posted on all the Personnel and Payroll Services job announcement bulletin boards, announced on Dial-A-Job, and posted on the MSU-Bozeman website at www.montana.edu. Personnel and Payroll Services will identify the additional recruitment sources which should be used to be in line with MSU-Bozeman EEO/AA guidelines. Advertising costs are charged directly to the recruiting department. Personnel and Payroll Services will prepare the vacancy announcement and submit appropriate advertisements to the agreed upon publications.

External recruitment requires a minimum posting period of 10 working days. The typical recruitment will last from 4 to 6 weeks, depending on the specific nature of the search.

B. *MSU System Recruitment* - If an MSU System recruitment is conducted, the minimum posting period is 10 working days. The vacancy announcement is posted on all official MSU System bulletin boards, posted on the MSU-Bozeman website, sent to off-campus departments, and listed on Dial-A-Job. To be eligible to apply for an MSU System recruitment, *candidates must be current MSU System employees who were hired through an approved MSU search.*

C. *Campus-Wide Recruitment* - If a campus-wide recruitment is conducted, the minimum posting period is 5 working days. The vacancy announcement is posted on all official MSU-Bozeman bulletin boards, posted on the MSU-Bozeman website, sent to off-campus departments, and listed on Dial-A-Job. To be eligible to apply for an MSU-Bozeman campus-wide recruitment, *candidates must be current MSU-Bozeman employees who were hired through an approved MSU-Bozeman search.*

Employees transferring to another department through a campus-wide recruitment are expected to

provide their current department with a minimum notice of 2 weeks prior to the transfer.

D. Departmental Recruitment- Departments may elect to announce a vacancy only to employees within the department. All employees will be notified, either through posting or a memo given to each employee, of the position vacancy. This notice will include the selection criteria which will be used to evaluate each applicant.

Employees will submit a written expression of their interest in the position vacancy. The department may request an MSU-Bozeman application, a specialized letter and/or resume, or merely a written statement of interest.

A committee will be created, consisting of at least the hiring authority and 2 other employees, to review the candidacy of interested employees. The most qualified candidate must be selected based on an assessment of qualifications in line with the established selection criteria.

Both the decision to conduct a departmental search, and the selection of the best qualified candidate, will be reviewed with Personnel and Payroll Services prior to initiating either action.

410.40 Recruitment Procedures

A. Submission of Position Description - If a new position is being created, a completed Position Description must be submitted to Personnel and Payroll Services for review and assignment of the appropriate classification and grade level. If the position has already been established and a vacancy occurs, the hiring authority should review the existing Position Description to ensure that it accurately describes the position as it currently exists. If inaccurate or outdated, the Position Description should be updated and submitted to Personnel and Payroll Services for determination of the appropriate classification.

Once the position classification has been established or verified, the department should complete the top section of a Classified Recruitment Authorization Form (RAF) to secure budgetary approval. The appropriate department head/director and dean/vice president signatures must be obtained prior to submitting the form to Personnel and Payroll Services.

B. Establishment of the Screening Committee - A screening committee should be appointed by the hiring authority, comprised of at least 3 members who either have frequent contact with the position or a specific technical background relating to the vacancy. The hiring authority may serve on the committee. At least one of the committee members must be female.

C. Development of Selection Criteria - In consultation with Personnel and Payroll Services, the hiring authority and the committee will establish the required and preferred qualifications for the vacancy. These qualifications will become the selection criteria and the basis for all screening and selection decisions. Requirements for education and years of experience should be consistent with the position classification.

D. Personnel and Payroll Services Assistance - Personnel and Payroll Services provides direction to the screening committee on:

1. Development a recruitment plan and timeframes.
2. Review of the essential and marginal functions of the position and the preferred and required qualifications for the vacancy.
3. Review of general processes and procedures, Affirmative Action/EEO/Veteran's Preference considerations, and requirements for confidentiality.

The Personnel and Payroll Services staff will provide any other assistance which may be of help to the committee members throughout the process.

E. Initial Screening - After the application deadline date, Personnel and Payroll Services will provide the hiring

authority with all applications received by the deadline date. The screening committee members will uniformly apply the selection criteria to all applicants to identify candidates for further consideration. The selection criteria cannot be changed after the vacancy has been posted. If the advertised qualifications later seem to be inappropriate, the search can be cancelled and the position re-advertised with modified criteria.

F. *Interviewing* - The committee members will identify the top candidates to be interviewed for the position vacancy. Questions should be developed by the committee to be used in each of the interviews, and all questions should relate to the announced qualifications for the position. Prior to conducting interviews, the hiring authority must contact Personnel and Payroll Services for authorization to interview candidates chosen by the committee. Interview notes from committee members will be collected and provided to Personnel and Payroll Services for purposes of documentation of the selection process.

G. *Reference Checks* - Hiring authorities and/or screening committee members should conduct reference checks on at least the top candidate, and at least 2 references should be contacted. At least 2 members of the search committee should be involved simultaneously in each reference check. Notes from the references should be collected and forwarded to Personnel and Payroll Services at the completion of the selection process. (Cross reference Section 450.00, "Reference Checks," of this manual.)

H. *Extending a Job Offer* - Prior to extending the offer, the hiring authority must contact Personnel and Payroll Services to discuss the selection decision and rationale. A position may be offered only upon approval by Personnel and Payroll Services. Personnel and Payroll Services may prepare a written offer of employment setting forth the conditions of employment, which will include the title, salary rate, FTE, union affiliation, FLSA status, starting date, and any special conditions of employment. It is strongly recommended that the hiring authority issue a written offer of employment to the employee.

Once the offer is accepted, unsuccessful finalists who were interviewed will be informed of the selection decision by a member of the screening committee. Applicants who were not interviewed should be notified of the selection decision by a regret letter sent from the department.

Template offer and regret letters can be obtained from Personnel and Payroll Services.

I. *Submission of Documentation* - The hiring authority should forward all recruitment and selection documentation to Personnel and Payroll Services. This documentation will be retained for a minimum of 3 years. The documentation should include the following:

1. A memo summarizing the decision making process (i.e., committee members, candidates interviewed) and the specific rationale for the final selection decision.
2. Interview questions and notes from all screening committee members.
3. Reference questions and notes from all screening committee members.
4. Screening matrices from all screening committee members.
5. Original application materials submitted by every applicant.

J. *Initiation of Appointment* - Once an offer has been accepted by an applicant, the department should complete the Personnel Transaction Form (PTF) and forward it, with necessary approvals, to Personnel and Payroll Services. This form should be submitted to Personnel and Payroll Services prior to the employee's first day of employment. To ensure payment on the main payroll, the PTF and other required paperwork should be received by Personnel and Payroll Services prior to the 20th of the month.

Personnel and Payroll Services will invite the new employee to attend the next New Employee Orientation. The employee's supervisor is responsible for ensuring that arrangements are made for the new employee to attend the session, and paid time should be provided for this attendance.

410.50 Temporary Vacancies

Temporary classified vacancies can be filled through one of the following means: a recruitment, temporary promotion, temporary reclassification, or appointment of a fixed term or temporary hourly employee. (Cross reference Section 420.00, "Temporary Classified Vacancies," of this manual.)

410.60 History

Section 7:00, *MSU Classified Personnel Manual*, Promotion and Transfer, dated June 1976. MSU's Personnel Board recommendation to establish a "generic" career ladder; June 25, 1984. *MSU Classified Personnel Manual*: Section V: Recruitment and Selection Policies, 1983.

Approved by Director of Administration on September 24, 1985. Revision reviewed by the MSU Personnel Board on June 13, 1986, and approved by the Director of Administration on June 25, 1986. Revision reviewed by the Vice President for Administration on April 24, 1994. This modification approved by the Vice President for Administration & Finance on November 29, 2001.

420.00 Temporary Classified Vacancies

Modified November 2001

420.10 Occurrence

A temporary classified vacancy may result either from the temporary absence of an employee or the creation of a new classified position for a limited period of time. Temporary appointments should not be used as a trial period for assessing an individual's ability and performance prior to a regular appointment; the probationary period is established for this purpose.

420.20 Recruitment Options

Temporary vacancies may be filled through one of the following means, depending on duration of the vacancy and availability of qualified staff within the department:

A. *Temporary Hourly Non-Classified* - Needs of *less than 90 calendar days* can be filled through a temporary hourly appointment. The temporary hourly appointment form should be submitted, with necessary approvals, to Personnel and Payroll Services. Temporary hourly appointments have no recruitment requirements, but must conform to anti-discrimination and nepotism laws. (Cross reference Section 320.00, "Temporary Hourly Non-Classified Employees," of this manual.)

B. *Temporary Promotion* - A classified employee within the department may be temporarily promoted to a vacant position for up to one year. At the end of the temporary assignment, the employee will return to his/her previous position. The department may select the most appropriate employee to fill the temporary vacancy. The promoted employee's PTF (Personnel Transaction Form) should be processed to implement this change.

The duration of the temporary promotion will be stipulated at the beginning of the appointment.

Requests for an exception to the one year limit should be submitted to Personnel and Payroll Services, with the approval of the appropriate department head, dean, and vice president.

C. *Temporary Classified/Fixed Term* - Vacancies which are intended to last no more than one calendar year may be filled with a fixed term appointment. Fixed term appointments do not require a full classification review or

a recruitment; however, no employee appointed to a fixed term position may become permanent in the position unless a recruitment has been conducted. Fixed term appointments may be discontinued without a showing of cause, but written notice of at least five working days must be provided to the employee. Salary rates will be consistent with the Statewide Classification System.

Fixed term employees will receive benefits based on whether they meet the eligibility criteria (employed at least six months at half time or greater for health insurance, employed for three months or greater for sick leave, and employed six months or greater for annual leave). Employee retirement contributions to PERD are mandatory if the employment period exceeds 960 hours.

If a position is covered by a collective bargaining agreement, the employee will be required to pay union dues, but the employee does not have seniority, nor associated layoff or recall rights.

To initiate a fixed term appointment, departments should contact Personnel and Payroll Services.

D. *Temporary Reclassification* - A classified employee within the department may be assigned duties from the vacancy and be temporarily reclassified as a result. A memo outlining position duties should be submitted to Personnel and Payroll Services and the appropriate classification will be determined. A reclassification applies when less than 50% of the job duties have been changed; if more than 50% of the position changes, it should be treated as a promotion instead of a reclassification. Temporary reclassifications should not exceed one year.

The duration of a temporary reclassification will be stipulated at the beginning of the appointment.

Requests for an exception to the one year limit should be submitted to Personnel and Payroll Services, with the approval of the appropriate department head, dean, and vice president.

E. *Classified Recruitment* - A recruitment can be conducted for the temporary vacancy. This is initiated by submitting a RAF (Recruitment Authorization Form) to Personnel and Payroll Services. (Cross reference Section 410.00, "Recruitment and Selection - Classified Positions," of this manual.)

420.30 History

Section 5:00, *MSU Classified Personnel Manual*, revised March, 1981, and modified in July, August, October, and December, 1983. Reformatted section approved by the Director of Administration on June 25, 1986. Revised and approved by the Vice President for Administration on June 30, 1988 and April 24, 1994. This modification approved by the Vice President for Administration & Finance on November 29, 2001.

430.00 Nepotism

Modified November 2001

430.10 Reference

- 2-2-301-03, *Montana Code Annotated*.

430.20 Definition

No employee of Montana State University-Bozeman may participate in decisions which would involve a direct benefit or detriment (appointment, hiring, retention, promotion, salary, leave of absence) to a relative as defined below. If a relative applies for a position which is supervised by a relative, the immediate senior to such a supervisor or other designated authority will be responsible for instituting any special procedures required to

assure consideration based solely on merit.

"Relative," for the purposes of this policy, means parent, grandparent, great-grandparent, child, grandchild, great-grandchild, brother, sister, aunt, uncle, niece, nephew, or cousin, by blood relationship; spouse; or brother, sister, parent, or child of spouse; or spouse of one's brother, sister, parent or child. (Sections 2-2-302 and 303 M.C.A.)

430.30 Avoiding Nepotism

Prior to assuming the responsibility as a hiring authority or creating a family relationship which could result in a violation of this policy, the individual involved shall consult with the next higher supervisory authority who will be responsible for assuring the violation is avoided. If no prior consultation occurs, or if a means of avoidance of a violation cannot be identified, the administration reserves the right to reassign duties or take other reasonable steps to avoid the violation. This policy shall not apply to the renewal of an employment contract of a person who was initially hired before the supervisor to whom he/she is related assumed the duties of the office.

Hiring authorities should be careful to observe the provisions of the nepotism policy in all appointments, including the hiring of temporary/hourly employees and the execution of contracted services agreements. Any questions regarding the interpretation of this policy should be directed to Personnel and Payroll Services.

430.40 History

Reviewed by MSU Personnel Board on October 25, 1985, and approved by the Director of Administration on November 26, 1985. This revision approved by the Vice President for Administration on October 8, 1992. This modification approved by the Vice President for Administration & Finance on November 29, 2001.

440.00 Interviewing for Classified Positions

Modified November 2001

440.10 Conducting Interviews

The hiring authority and at least one appointed committee member should conduct interviews of the applicants considered to be best qualified for the position vacancy. Normally at least 3 applicants should be interviewed. All interview notes should be forwarded to Personnel and Payroll Services for documentation purposes.

Interview questions should be developed which relate to the announced qualifications for the vacancy. All interviewees should be asked the same basic questions.

Questions related to race, sex, marital status, age, color, religion, physical or mental disabilities, and arrest records *should not* be used when interviewing candidates. A pre-employment inquiry guide to assist interviewers in adhering to equal employment opportunity laws is provided to the screening committee at the beginning of the selection process, or is available from Personnel and Payroll Services upon request.

440.20 Answering Applicant Inquiries

If applicant inquiries are directed to the department, independent of the interview process, the following information can be provided:

A. Information stated on the position vacancy announcement (i.e., title, salary, date available, description of duties, required qualifications, bargaining unit, deadline date).

- B. Policies and procedures associated with application and selection for classified positions.
- C. General information on benefits and our community.

Other applicant inquiries should be referred to Personnel and Payroll Services.

440.30 Notifying Unsuccessful Candidates

Once an offer of employment is accepted, the hiring authority should notify all candidates interviewed of the decision. If the decision is questioned by an unsuccessful candidate, the individual can be referred to Personnel and Payroll Services.

440.40 History

Section 5:01 "Procedure for Recruiting and Hiring Classified Personnel", *MSU Classified Personnel Manual*, dated March 1981. Reviewed by MSU Personnel Board on May 7, 1985, and approved by Director of Administration on November 27, 1985. Revision reviewed by the Vice President for Administration on June 17, 1992. This modification approved by the Vice President for Administration & Finance on November 29, 2001.

450.00 Reference Checks

Modified November 2001

450.10 Conducting a Reference Check

Hiring authorities should normally conduct reference checks of the top candidates. At a minimum, hiring authorities should check at least 2 references of the top finalist. In conducting a reference check, the following guidelines apply:

- A. References should be current or former supervisors, not co-workers or personal references. If an applicant asks us not to contact the current employer, that employer should not be contacted.
- B. Standardized questions, prepared in advance, should be used with each reference.
- C. Only *job-related* information, specific to the job for which the candidate is applying, should be requested.

Notes should be taken during the reference check. The reference questions and notes should be submitted to Personnel and Payroll Services with other documentation of the recruitment.

Generally, members of screening committees should not serve as references for candidates who apply for the particular vacancy with which the committee is involved.

A sample of possible reference check questions is provided to the screening committee at the beginning of the selection process, or is available from Personnel and Payroll Services upon request.

450.20 Providing a Reference Check

Frequently current and former employees use an MSU-Bozeman supervisor as a reference when applying for other positions, either on campus or elsewhere. Comments should be limited to matters directly related to performance on the job which the supervisor has observed.

If supervisors have any concerns about handling a reference, they may contact Personnel and Payroll Services before providing any information. Supervisors may decline to provide information about the employee if they wish. Personnel and Payroll Services will provide only public information on employees (such as salary, title, date of hire) when requested.

450.30 History

Reviewed by MSU Personnel Board on February 27, 1985, and approved by the Director of Administration on November 27, 1985. Revision approved by the Vice President for Administration on June 17, 1992. This modification approved by the Vice President for Administration & Finance on November 29, 2001.

460.00 Criminal History Record Checks

460.10 Reference

- Section 44-5-103, et. seq., *Montana Code Annotated*

460.20 Introduction and Purpose

Montana State University-Bozeman has an obligation to provide a safe and secure working environment for its students, faculty, and staff, and to safeguard its property. Therefore, individuals selected to fill certain classified positions will be subject to a criminal history record check at the time of hire or promotion.

460.30 Policy

Applicants are required to fill out and sign a Criminal History Record Information sheet, available from Personnel and Payroll Services, for every vacancy an applicant chooses to apply for. If he/she answers "yes" as having been convicted of a crime other than a minor traffic violation, the applicant is required to disclose the nature of the offense(s), date(s) occurred, and the sentence(s) imposed. This information will not be disclosed to the search committee unless the applicant is chosen as a finalist for the classified position vacancy.

A Criminal History Record Check on the final candidate is required on safety or security sensitive classified positions such as police officers, cashiers, residence hall custodians, and preschool teachers. Other classified positions which include duties such as handling currency, accounts payable, having access to sensitive computerized databases, having access to a master key, or working in a position that may be considered as safety- or security-sensitive may be included in the Criminal History Record Check procedure if requested by the employing department. In consultation with Personnel and Payroll Services, the employer maintains the right to conduct a Criminal History Record Check on the final candidate for any position deemed appropriate.

460.40 Procedures

All Criminal History Record Checks will be initiated by Personnel and Payroll Services and conducted through the State of Montana Department of Justice Identification Bureau or other out-of-state state agencies if necessary. The Criminal History Record Check will be conducted in any state the finalist identifies as the state where there is a conviction(s), any state(s) where the finalist has resided in the last five years, and other states is deemed necessary.

If there is a compelling need for the finalist to begin employment before the Criminal History Record Check results are received and reviewed by MSU-Bozeman, the hiring authority may employ the finalist with prior approval from Personnel and Payroll Services. The hiring authority may employ the finalist only if he/she has stated in the MSU-Bozeman application materials that he/she has not been convicted of a crime, and with the understanding

continued employment is conditional, contingent upon receipt of acceptable results from the Criminal History Record Check. In such cases, Personnel and Payroll Services will provide the hiring authority with a conditional offer letter for the finalist.

Misrepresentation by the applicant of his/her criminal history in the MSU-Bozeman application materials may be grounds for discharge from employment.

If the finalist discloses on the MSU-Bozeman application materials that he/she has been convicted of a crime, the hiring authority shall not offer employment to the person until the Criminal History Record Check is completed and the results have been reviewed and deemed acceptable.

Declining to submit to a Criminal History Record Check may be grounds for non-selection of a candidate.

460.50 Internal Controls

Results from a Criminal History Records Check conducted within the State of Montana generally come back to Personnel and Payroll Services within a few days. Out-of-state results are dependent upon the agency and the state. Results of Criminal History Record Checks will be shared in the following manner:

If the Criminal History Record Check reveals a criminal history, Personnel and Payroll Services may consult with Legal Counsel and/or the Director of University Police for further explanation or clarification on the results. A meeting will take place including the necessary representatives from Personnel and Payroll Services, Legal Counsel (if necessary), the hiring authority and/or the search committee chair. Consideration shall be given to the relevance of any conviction(s) to the responsibilities of the classified position that will be held. Relevant factors include but are not limited to the following:

- A. number of offenses and circumstances of each offense;
- B. length of time between offenses and application for employment;
- C. other employment history;
- D. evidence of applicant's rehabilitation efforts.

Existence of a criminal history record is not an automatic bar to employment.

460.60 Responsibilities

A. Personnel and Payroll Services is responsible for:

1. Including notice of the Criminal History Record Check requirement in the classified position vacancy announcement if the classified position includes duties or selection criteria deemed as safety or security sensitive, or if requested by the employing department.
2. Receiving and safeguarding results of Criminal History Record Checks from the appropriate agencies and limiting distribution of the information to employees who have a need to know in the performance of their job assignments.
3. Informing candidates when criminal history record information is found that was omitted from their Employment Applications and offering the candidates instructions on challenging the accuracy of the information.
4. In cases in which criminal history record information is found, Personnel and Payroll Services will consult with the hiring department concerning the existence of criminal history record information and discuss the relevance of the information as it relates to the applicant selected to be hired.

5. Billing departments for the costs incurred in conducting Criminal History Record Checks.

B. *The Department Head of the hiring department or a designee within the hiring department is responsible for:*

1. Identifying classified positions that are safety or security sensitive based on duties and responsibilities.
2. Upon approval of Personnel and Payroll Services, providing candidates to be hired into safety and security sensitive classified positions with conditional job offer letters in the event the Criminal History Record Check has not yet been completed. A sample conditional offer letter is available from Personnel and Payroll Services.
3. Reimbursing Personnel and Payroll Services for the cost incurred in conducting Criminal History Record Checks.

460.70 History

Pilot project approved by the Vice President for Administration and Finance November 1999. Approved by Legal Counsel on February 12, 2003. Effective date: February 12, 2003. Review date: February 12, 2006. Reviewer: Personnel and Payroll Services.