

THE
UNIVERSITY
OF RHODE ISLAND

**Civil Rights Compliance
Toolkit for Employee
Recruitment, Selection,
and Hiring**



July 1, 2024

NONADMISSION STATEMENT

This Civil Rights Compliance Toolkit for Employee Recruitment, Selection, and Hiring (“Toolkit”) has been developed to reaffirm the University of Rhode Island’s policy of providing equal employment opportunity for all persons without regard to race, color, age, country of ancestral or national origin, genetic information, religion, disability status, military or protected veteran status, marital status, sex (including gender identity or expression, sexual orientation, and pregnancy and related conditions), whistleblower activity, or any other protected class, category, or characteristic (“Protected Status”). It is understood that the University of Rhode Island’s civil rights compliance programs and activities do not constitute an admission by the University of Rhode Island of any violation of Executive Order 11246, as amended, Section 503 or 504 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans’ Readjustment Act of 1974, as amended, Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, or any other federal, state, or local law. Guidance has been issued, where appropriate, to endeavor to meet affirmative action obligations. This document is not intended to and will not be used to discriminate against any applicant or employee because of protected status.

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GUIDELINES FOR MINIMIZING DISCRIMINATION IN THE HIRING AND RECRUITMENT PROCESS

Purpose of the Civil Rights Compliance Toolkit for Employee Recruitment, Selection, and Hiring

Pursuant to the philosophy of the University of Rhode Island Board of Trustees, and consistent with applicable law, the University prohibits discrimination, including harassment and retaliation, due to protected status, in all aspects of employment. This Toolkit has been introduced to foster a workforce that is reflective of the students and communities it serves as Rhode Island's flagship land- and sea-grant institution. The ultimate goals of this Toolkit are to: (1) offer resources to mitigate discrimination in the hiring and recruitment process; and (2) support institutional efforts to expand the applicant pool and attract quality applicants in support of [the University's mission](#).

The Office of Equal Opportunity invites Hiring Managers, Search Chairs, and search committee members to utilize the resources within this Toolkit, which were designed to support the recruitment, selection, and hiring of members of underrepresented groups in alignment with the University Strategic Plan.

The Society for Human Resource Management ("SHRM") defines recruitment as "*the process of encouraging candidates to apply for job openings.*" Per SHRM:

Attracting the appropriate quantity of applicants is necessary but not sufficient. The quality of applicants is a critical factor in recruitment.

This Toolkit demonstrates the interplay between the full-cycle recruitment process and applicable civil rights laws and regulations, and it describes the roles and responsibilities of Hiring Managers, Search Chairs, search committee members, the Office of Equal Opportunity, and the Office of Human Resource Administration in supporting employee recruitment, selection, and hiring.

Methodology and Framework

Methodology is a system of methods and principles for doing something. This Toolkit was designed in alignment with seven (7) stages of the full-cycle recruitment process, which introduce the foundational framework for navigating the interplay between civil rights compliance and talent acquisition activities at the University. Only talent acquisition activities that intersect with civil rights compliance have been outlined below:

Stage I: Pre-Recruitment Planning

This stage includes: (1) writing the position description; and (2) forming a search committee.

Stage II: Sourcing and Outreach

This stage includes: (1) developing a formal recruitment strategy; and (2) conducting outreach and searching for active and passive candidates who meet the required skills and qualifications outlined in the Position Description.

Stage III: Evaluation of Applicants

This stage includes: (1) preparing to review applicants; (2) evaluating applicants fairly; and (3) selecting applicants who advance to the interview stage based on skills and qualifications.

Stage IV: Interview and Selection

This stage includes: (1) conducting interviews; and (2) determining which applicants best meet the skills and qualifications of the position.

Stage V: Hiring

This stage includes: (1) selecting the most qualified candidate; and (2) negotiating the terms and conditions of employment, such as salary and benefits.

Stage VI: Onboarding

This stage includes introducing a new employee to an organization's structure, vision, mission, values, required training, policies, and procedures.

Stage VII: Post-Hiring Evaluation

This stage includes: (1) introducing the new hire to job assignments; and (2) conducting the six (6) and twelve (12) month reviews, if applicable.

Roles and Responsibilities

Office of Equal Opportunity and Office of Human Resource Administration

Office of Equal Opportunity

The primary role of The Office of Equal Opportunity is to enforce civil rights compliance, uphold anti-discrimination laws, and promote equal access and equal opportunity for all. The Office of Equal Opportunity supports the recruitment, selection, and hiring process by enforcing compliance with Title VII of the Civil Rights Act of 1964, Executive Order 11246 (affirmative action), the Americans with Disabilities Act of 1990, as amended, and Section 503 of the Rehabilitation Act of 1973. Through this effort, the Office of Equal Opportunity works with the University leadership to establish and measure recruitment goals; offer training on civil rights topics; and educate those involved in the recruitment, selection, and hiring process to minimize bias and discrimination in all aspects of employment.

Additional responsibilities of the Office of Equal Opportunity include:

- Investigating and addressing complaints of discrimination and harassment in service delivery and employment, and certain retaliation complaints, regardless of causal connection to protected status.
- Reporting affirmative action progress to University leadership, Deans, Hiring Managers, University stakeholders, and state and federal enforcement agencies.
- Working with University stakeholders to remove barriers hindering access to employment opportunities.
- Leading training and education efforts on civil rights compliance topics to support those involved in the employee recruitment, selection, and hiring process.

The Office of Equal Opportunity is not directly involved in the employment recruitment, selection, and hiring process as it relates to talent acquisition activities. The Office of Equal Opportunity has jurisdiction over civil rights compliance areas that intersect with the full-cycle recruitment process, such as: (1) affirmative action and outreach resources to support the representation of members of underrepresented groups; (2) underrepresentation analyses; (3) civil rights compliance training; (4) affirmative action violations; (5) the University's affirmative action program; and (6) violations of the Procedures on Nondiscrimination during the employee recruitment, selection, and hiring process.

Office of Equal Opportunity Contact Information

Dorca P. Smalley, Director
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Roles and Responsibilities: Office of Human Resource Administration

The Office of Human Resource Administration is responsible for leading talent acquisition activities in alignment with the Policy on Employee Recruitment, Selection, and Hiring (“Policy”). The Procedures for the Policy offer additional information regarding the roles of Hiring Managers, Search Chairs, and search committee members, during each stage of the full-cycle recruitment process.

Questions regarding talent acquisition activities shall be directed to the Office of Human Resource Administration. Areas of oversight relating to the stages of the full-cycle recruitment include: (1) approving the position description (for Nonclassified positions); (2) approving the composition of the search committee; (3) managing paid advertisements; (4) approving the pool of semifinalists that Hiring Managers and search committees may select from to interview; (5) conducting background checks; (6) approving appointment letters; (7) managing relocation allowances; and (8) enforcing the Policy on Employee Recruitment, Selection, and Hiring. For the exhaustive list of talent acquisition services, see the Procedures. The Office of Human Resource Administration is not directly involved in the enforcement of civil rights compliance.

Office of Human Resource Administration Contact Information

Policy on Employee Recruitment, Selection, and Hiring; relocation allowances; remote work agreements; and waivers:

Laura Kenerson, Interim Assistant Vice President

Phone: 401-874-5270, R.I. Relay 711

Email: lkenerson@uri.edu

Position descriptions; required versus preferred qualifications; reasonable accommodations; immigration; and appointment letters:

Vacant, Director of Personnel Services

Classification; compensation; and non-classified position descriptions:

Diego Jones, Classification and Compensation Analyst

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Procedures for the Policy on Employee Recruitment, Selection, and Hiring; talent acquisition training; faculty position descriptions; approval of search committee composition; and canceled/failed searches:

Robin Santini, Specialist, Talent Acquisition

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PeopleAdmin, initiating postings; paid advertisement; and candidate travel:

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Full-Cycle Recruitment Process Stage I: Pre-Recruitment Planning

This stage includes: (1) writing the Position Description; and (2) forming a search committee.

Writing the Position Description

In consistency with Executive Orders 10925, 11246, 05-01, guidelines issued by the Office of Federal Contract Compliance Programs, and affirmative action guidelines issued by the State of Rhode Island Department of Administration Division of Equity, Diversity and Inclusion, the University recognizes that Rhode Island's unwavering commitment to providing equal employment opportunities in state government to all qualified individuals, employees, and applicants is not limited to recruitment but extends to the retention of all qualified individuals that historically have been underutilized. Pursuant to Rhode Island General Laws Title § 28, Chapter 5.1, all agencies in Rhode Island State Government shall also comply with State Laws pertaining to the promotion of equal opportunity for all qualified individuals.¹

Guidance: To minimize the existence of preferences (bias), which may lead to pre-discriminatory behaviors or discrimination in the recruitment, selection, and hiring process, Hiring Managers are encouraged to:

- Draft Position Descriptions that are consistent with business necessity.
- Become familiar with degree attainment statistics.
- Understand the influence underrepresentation has in the relevant field.
- Consider how the skills and required qualifications outlined in the Position Description will influence the selection pool.
- Remove unnecessary barriers affecting equal employment opportunities.

Position Descriptions and Education Requirements

Communities that have historically faced barriers to accessing higher education may be disproportionately impacted by the education requirements listed in the Position Description. For this reason, drafting position descriptions that are job-related and consistent with business necessity is essential to removing unnecessary barriers in employment and promoting fairness during the full-cycle recruitment process.

The U.S. Census Bureau, "Educational Attainment," American Community Survey, ("ACS") 1-Year Estimates Subject Tables, [Table S1501](#), illustrate the influence degree attainment rates may have on the applicant selection pool. ACS estimates that 30.8% of the United States population holds a bachelor's degree or higher. Degree holders identify as follows:

57.4% Asian alone; 39.0% White alone; 39.5% White alone, not Hispanic or Latino; 27.9% Two or More Races; 25.4% Black alone; 19.8% Native Hawaiian and Other Pacific Islander alone; 20.4% Hispanic or Latino; and 16.8% American Indian or Alaska Native.

The education gap disproportionately impacts some members of underrepresented groups more than others, as evidenced by educational attainment estimates reported for individuals identifying as African American or Black, Native Hawaiian and Other Pacific Islander, those of Hispanic origin, and American Indian or Alaska Native.

While degree attainment rates may pose a challenge for Hiring Managers, Search Chairs, and search committee members seeking to attract members of underrepresented groups that may not be represented in the specific field, the Office of Equal Opportunity recognizes that some positions have required qualifications that may be not altered. Hiring Managers are encouraged to contact the Office of Human Resource Administration with clarifying questions regarding required versus preferred qualifications when developing the Position Description.

Forming a Search Committee

It is recommended that search committees include representation of individuals with specialized knowledge relative to the position. The composition of the committee should consist of employees representing a cross-section of the University community. When appropriate, additional stakeholders, such as students and affiliates, may participate in the search process. All committee members should have tasks to support outreach efforts, in alignment with the outreach plan developed by the Hiring Manager or Search Chair and must comply with Section 1 of the Policy: *Affirmative Action and Equal Employment Opportunity*. Search Committee members, as well as Hiring Managers, must have completed the search procedures training within two (2) years prior to the start of a search.

Full-Cycle Recruitment Process Stage II: Sourcing and Outreach

This stage includes: (1) developing a formal recruitment strategy; and (2) conducting outreach and searching for active and passive candidates who meet the required skills and qualifications outlined in the Position Description.

Intersection: Affirmative Action and Outreach

Affirmative Action is based on the premise that absent discrimination, over time, the workforce of the University of Rhode Island generally will reflect the demographics of the qualified available labor force in the relevant job market. Affirmative action requirements are intended to ensure that applicants and employees have equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment, without regard to their [Protected Status].²

Sourcing consists of proactively searching for qualified job candidates for current or planned open positions.³ Outreach consists of actively searching for skilled individuals and encouraging them to apply for a specific vacancy.

Developing a Recruitment Strategy

As appropriate, the University of Rhode Island will make efforts to advertise a reasonable portion of vacancy announcements in media directed to members of underrepresented groups. When conducting outreach, the specific job market and applicant pool of the position being filled should be targeted.

Consider paid advertising options, as well as unpaid outreach options, available and provided by the University. Hiring Managers and search committee members, with support from the designated Outreach Coordinator (see below), are ultimately responsible for seeking out appropriate professional organizations, e-mail lists, associations, and other resources to ensure reaching as a broad an applicant pool as possible, including members of underrepresented groups, beyond the resources provided by the administration and enclosed within this Toolkit.

Hiring Managers are highly encouraged to designate an Outreach Coordinator, responsible for leading efforts to increase the representation of underrepresented groups in the applicant pool. This person may be a Diversity Officer; Assistant Dean; Assistant Dean of Justice, Equity, Diversity, and Inclusion (JEDI) Initiatives; or another person designated by the Dean. One of the essential duties and responsibilities of the Assistant Dean of Justice, Equity, Diversity, and Inclusion (JEDI) Initiatives is to...

Work alongside URI [Office of Equal Opportunity] and University leadership, including Human Resources, Community, Equity and Diversity, and other offices/programs to identify evidence-based practices in recruitment, retention, and promotion of a diverse, engaged workforce.

University of Rhode Island Sourcing and Outreach List

Intentional sourcing, outreach, and advertisement are considered one of the most effective tools available to increase the representation of underrepresented groups in the workforce and to support meeting affirmative action goals.

The [University of Rhode Island Affirmative Action Plan](#), as well as the [University of Rhode Island Sourcing and Outreach List](#) included within this Toolkit, reaffirm the University's commitment to ensuring equal employment opportunities for applicants and employees and fostering a workforce that is representative of the communities and scholars the University serves.

Guidance: It is illegal for an employer to publish a job advertisement that shows a preference for, or discourages someone from applying for, a job because of their protected status. It is also illegal for an employer to recruit new employees in a way that discriminates against them because of their protected status. For example, an employer's reliance on word-of-mouth recruitment by its mostly Hispanic workforce may violate the law if the result is that almost all new hires are Hispanic. ⁴

Disseminating Job Postings

Sourcing, outreach, and advertisement activities must include the following text:

The University of Rhode Island is an equal-opportunity employer committed to the principles of affirmative action. It is the policy of the University of Rhode Island to provide reasonable accommodation when requested by a qualified applicant or employee with a disability.

Roles and Responsibilities

Hiring Managers, Search Chairs, and Search Committee Members:

- Explore the extent of underrepresentation within your college or division.
- Conduct outreach consistent with "Part D of the Affirmative Action Plan: Determining Underrepresentation and Goal Setting" by engaging members of underrepresented groups.
- Share the job posting with a wide range of associations and service organizations dedicated to serving members of underrepresented groups.
- Develop an outreach plan describing outreach activity and submit the plan to the Office of Human Resource Administration for documentation purposes.

Office of Equal Opportunity

- Complete annual affirmative action plans, conduct underutilization analyses, and issue internal reports.
- Report sourcing, outreach, and advertising activities to the Rhode Island Department of Administration Division of Equity, Diversity, and Inclusion, and the Office of Federal Contract Compliance Programs.
- Update the "University of Rhode Island Sourcing and Outreach List" to include new resources identified in alignment with recruitment goals and trends, identified in collaboration with Hiring Managers and other stakeholders.

Office of Human Resource Administration

- Implement paid advertising in alignment with the Policy.
- Maintain records of sourcing, outreach, and paid advertisement activities.
- Report annual sourcing, outreach, and advertising activities to the Office of Equal Opportunity annually in the first week of July.

Full-Cycle Recruitment Process Stage III: Evaluating Applicants

Stage III of the full-cycle recruitment process includes: (1) preparing to review applicants; (2) evaluating applicants fairly; and (3) selecting applicants who advance to interviews.

Preparing to Review Applicants: Mitigating the Influence of Preferences or Biases

Per the Civil Rights Compliance Training, consider using the following resources introduced to mitigate the influence of preferences (or biases) in the hiring and recruitment process:

1. Review the [Bias Interrupters: Tools for Hiring and Recruitment](#).
2. Take the [Project Implicit Test](#) to increase your self-awareness.
3. Complete the [Trusted 10 Exercise](#) and identify trends.
4. Schedule a meeting with the Hiring Manager, Search Chair, and search committee members to discuss these resources and increase collective understanding and awareness of how preferences (or biases) may influence outcomes.

Evaluating Applicants Fairly

The evaluation rubric is a reliable tool used to promote consistency and fairness in the evaluation process. Prior to completing the evaluation rubric, Hiring Managers, Search Chairs, and search committee members are encouraged to reflect on what influence individual preferences (or biases) may have on who is selected for an interview and subsequently hired.

Guidance: Hiring Managers, Search Chairs, and search committee members must complete the evaluation rubric by using each of the required skills and qualifications listed in the position description as the evaluation criteria. The master rubric document determines who will be invited for an interview and provides evidence to support the committee's decision-making process.

Selecting Applicants for Interviews: Approval of the Candidate Pool

The candidate pool includes all applicants who meet (or, as appropriate, indicate they can meet) the Required Minimum Qualifications for the position as noted in the Position Description. From the candidate pool, the search committee may choose a smaller pool of semifinalists for interviews. The selection of the pool of semifinalists selected for interview must be approved by the Office of Human Resource Administration.

Roles and Responsibilities

Hiring Managers, Search Chairs, and Search Committee Members

- Evaluate each applicant by completing the evaluation rubric.
- Search committee members must submit an evaluation rubric to the Search Chair, who is ultimately responsible for submitting one master rubric to the Office of Human Resource Administration.
- The Hiring Managers are responsible for selecting who is interviewed, and subsequently hired, and may delegate responsibility to the Search Chair and search committee members.
- Search committee members cannot serve as a reference for anyone selected for an interview. If a committee member is listed as a reference for a candidate who has been selected for an interview, the Office of Human Resource Administration must be notified by the Search Chair, and the applicant must provide an alternative reference to the Office of Human Resource Administration and the Search Chair.

Office of Equal Opportunity

- Answer questions regarding potential violations of applicable civil rights laws and regulations.
- Accept and investigate complaints of affirmative action violations and discrimination in accordance with applicable civil rights laws and regulations.
- Offer technical guidance relating to affirmative action compliance and workforce statistics.

Office of Human Resource Administration

- Approve the pool of semi-finalist candidates selected for interviews.
- Review the demographic composition of applicants invited to interview to ensure it is representative of the applicant pool and make recommendations based on skills and qualifications.
- Maintain records of evaluation rubrics.

Full-Cycle Recruitment Process Stage IV: Interview and Selection

Stage IV of the full-cycle recruitment process includes: (1) conducting interviews; and (2) determining which applicants best meet the skills and qualifications of the position.

It is illegal for an employer to discriminate against a job applicant because of their protected status. For example, an employer may not refuse to give employment applications to people of a certain race.⁵ In the rare occasion an employment decision must be made considering sex, religion, or national origin because sex, religion, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of the particular business or enterprise, approval must be requested prior to posting the position and establishing minimum qualification requirements. Race and color are never bona fide occupational qualifications.⁶

Approval of Candidates Selected for Interviews from the Candidate Pool

The candidates selected for interview and hire must be approved by the Hiring Manager and may be delegated. Employment decisions are not to be made based on protected status. Per the Policy, the consideration of a candidate at each stage of the process must be based on the individual's qualifications and abilities to undertake the tasks associated with the position in question.

Pre-Employment Inquiries and Permissible Interview Questions

Per the U.S. Equal Employment Opportunity Commission:

Any information obtained and requested through the pre-employment process should be limited to those essential for determining if a person is qualified for the job, whereas, information regarding race, sex, national origin, age, and religion are irrelevant in such determinations.

Inquiries about organizations, clubs, societies, and lodges of which an applicant may be a member or any other questions, that may indicate the applicant's race, sex, national origin, disability status, age, religion, color, or ancestry if answered, should generally be avoided. Similarly, employers should not ask for a photograph of an applicant. If needed for identification purposes, a photograph may be obtained after an offer of employment is made and accepted.

Guidance: It is the policy of the University to promote fair and equitable treatment in all activities and to comply with applicable local, state, and federal civil rights laws, rules, and regulations. Consistent with this commitment, the University offers a [Guide to Permissible Interview Questions](#).

Accessibility Considerations During the Interview Process

Title I of the Americans with Disabilities Act requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause an undue hardship. It is the policy of the University of Rhode Island to provide reasonable accommodation when requested by a qualified applicant or employee with a disability. If a Hiring Manager, Search Chair, or search committee member receives a reasonable accommodation request, the request must be

forwarded to the Director of Personnel Services, who is the University's Section 503 Compliance Officer. For additional information, review the policy on [Reasonable Accommodations for Employees with Disabilities](#).

Reasonable Accommodations: Job Applicants

If an applicant requests a reasonable accommodation, the candidate must be referred to the Director of Personnel Services. The Americans with Disabilities Act defines an individual with a disability as a person who: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record or history of a substantially limiting impairment, or (3) is regarded or perceived by an employer as having a substantially limiting impairment.

Per the United States Equal Employment Opportunity Commission, *"an applicant with a disability, like all other applicants, must be able to meet the employer's requirements for the job, such as education, training, employment experience, skills, or licenses. In addition, an applicant with a disability must be able to perform the essential functions of the job the fundamental duties either on her own or with the help of reasonable accommodation."* A request to waive a required qualification will not be considered reasonable.

Reasonable Accommodations: Employees

Requests for accommodation in employment will not be evaluated as part of the interview and selection process. If an employee with a disability needs a reasonable accommodation to gain access to, and have an equal opportunity to participate in, the benefits and privileges of employment, the employee must initiate the interactive process by contacting the Director of Personnel Services.

Guidance: The [Accessibility Considerations Checklist](#) was developed to promote compliance with Section 503 of the Rehabilitation Act of 1973 and Title I of the Americans with Disabilities Act of 1990 when hosting in-person, remote, or candidate presentations. The checklist includes actions Hiring Managers, Search Chairs, and search committee members may consider to support ongoing compliance efforts.

Full-Cycle Recruitment Process Stage V: Hiring

Stage V of the full-cycle recruitment process includes: (1) selecting the most qualified candidate and (2) negotiating the terms and conditions of employment, such as salary and benefits.

Selecting the Most Qualified Candidate: Recommendation to Hire and Offer of Employment

The Search Chair, or department chair, where applicable, will make a recommendation for hire to the Hiring Manager. At the Hiring Manager's discretion, this recommendation may be for a single individual or a slate of preferred candidates. The Hiring Manager has ultimate authority over the candidate selected for the hire.

Applicable federal and state laws prohibit discrimination against members due to protected status. Protected status shall not be used as a basis for hiring.

Negotiating Terms and Conditions of Employment

It is illegal for an employer to discriminate against an employee in the payment of wages or employee benefits on the basis of protected status. All employment decisions, including the administration of employment benefits, must be administered without regard to protected status. Per the United States Equal Employment Opportunity Commission, "Employee benefits include sick and vacation leave, insurance, access to overtime as well as overtime pay, and retirement programs." Visit the website of the Office of Human Resource Administration for a full list of University benefits.

Reporting Discrimination

Complaints involving prohibited discrimination, including harassment or retaliation, against a group or class of individuals that reflects an apparent pattern or practice of discrimination will be investigated and addressed pursuant to the Policy on Nondiscrimination and Sexual Misconduct regardless of whether there is an identified Complainant. Specific information regarding reporting procedures can be found in the Procedures accompanying the Policy on Nondiscrimination and Sexual Misconduct.

Reporting Obligations: Sexual Misconduct or Discrimination on the Basis of Sex

An employee who is not a confidential employee as identified in the Procedures accompanying the Policy on Nondiscrimination and Sexual Misconduct is required to notify the Title IX Coordinator upon learning of any potential violation of this policy involving sexual misconduct or discrimination on the basis of sex, including sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity.

The University realizes that individuals who have been subjected to sexual misconduct may desire to maintain confidentiality. A person who wishes to talk confidentially about their situation may contact the confidential resources identified in the procedures of the Policy on Nondiscrimination and Sexual Misconduct. Additionally, individuals who have been subjected to sexual offenses may also seek help from off-campus organizations that have trained professionals able to provide assistance. Off-campus resources are also identified in the Procedures accompanying the Policy on Nondiscrimination and Sexual Misconduct. However, these organizations are not associated with the University and therefore disclosure will not trigger a University investigation into the incident.

Reporting Obligations: All Other Discrimination or Harassment

For all other types of discrimination or harassment in violation of the Policy on Nondiscrimination and Sexual Misconduct, employees with supervisory authority over other employees are required to report such discrimination or harassment about which they have information, except mental health counselors, pastoral counselors, psychologists, health services staff, or other employees with a professional license that requires confidentiality, unless their professional license requires reporting in specific circumstances that would override confidentiality. Failure to report in accordance with this policy may be grounds for discipline, up to and including termination.

All other members of the University community are strongly encouraged to report discrimination or harassment in violation of the Policy on Nondiscrimination and Sexual Misconduct when they receive a report of such conduct or witness such conduct. The report should be made to the Office of Equal Opportunity and should include all known relevant details of the alleged discrimination or harassment.

Failing a Search

Civil rights compliance laws and regulations do not interfere with your ability to hire the most qualified applicant. Hiring authorities may fail a search under these circumstances: (1) the “top” candidate took another job; (2) something went wrong procedurally with the search (i.e., confidentiality breach, failure to recuse, inaccurate position description); (3) the applicant pool was too low and there were no qualified applicants; (4) the candidates met the required skills and qualifications on paper, but the interview process demonstrated the candidates were lacking or weak in a required skill or qualification; or (5) the college, division, or department cannot meet the salary requirements of the qualified finalist(s).⁷

Full-Cycle Recruitment Process Stage VI: Onboarding

Stage VI of the full-cycle recruitment process includes introducing the new employee to an organization's structure, vision, mission, values, required training, policies, and procedures.

Onboarding: Training

The Office of Equal Opportunity partners with the Office of Human Resource Administration to offer civil rights compliance training to new hires during employee orientation. All new hires will be required to attend employee orientation.

Onboarding: Invitation to Self-Identify

As an employer, the University is subject to governmental reporting and recordkeeping requirements for the administration of civil rights laws and regulations. To comply with these requirements, the University invites new hires and employees to complete a voluntary self-identification form or to visit the [URI Employee Self-Service](#) portal to report their race, ethnicity, gender, veteran status, and disability status.

By completing the self-identification form, applicants, new hires, and existing employees are directly supporting the University's mission to advance practices and initiatives that help to foster a more inclusive, diverse, and people-centered culture. Responses will help the University to track progress, measure success, and allocate resources in support of equal opportunity and the President's Strategic Plan. Directions for accessing the self-identification form in e-Campus may be found by accessing [this link](#). If someone requires assistance completing this form, please contact Paula Aveyard, Human Resources Senior Information Technician, at pmurray@uri.edu, or 401-874-2414.

Refusal to Self-Identify

Voluntary self-identification is the preferred method of workforce data collection. Refusal to self-identify will not subject employees to adverse treatment.

As to the method of collecting data, the U.S. Equal Employment Opportunity Commission notes that *"the basic principles for race and ethnicity self-identification for purposes of reporting are: (1) offer employees the opportunity to self-identify; and (2) if an employee declines to self-identify, employment records or observer identification may be used."*

Guidance: Hiring Managers, Search Chairs, and search committee members are strictly prohibited from asking applicants, new hires, or existing employees to self-identify. Periodic messages from the Office of Equal Opportunity and the Office of Human Resource Administration will be issued encouraging individuals to self-identify. Messages will be drafted in alignment with applicable civil rights laws and regulations.

Reporting Workforce Data

Workforce data collected will be kept confidential and may only be used in accordance with the provisions of applicable laws, executive orders, and regulations, including those that require the information to be summarized and reported to the state and federal government in aggregate form. Personal identifiable information will not be shared with Hiring Managers. When reported, data will not identify any specific individual.

Full-Cycle Recruitment Process Stage VII: Post-Hiring Evaluation

Stage VII of the full-cycle recruitment process includes: (1) introducing the new hire to job assignments; and (2) conducting the six (6) and twelve (12) month reviews, if applicable.

Employee Reviews and Fair Distribution of Assignments

An effective onboarding experience will enable a new hire to be successful while feeling connected to the personnel and the mission of the University. During onboarding, supervisors are encouraged to notify new hires of the [six \(6\) and twelve \(12\) month evaluations](#). Per the Office of Human Resource Administration, the purpose of the evaluation *“is to review the employee’s performance in view of their particular job function in an effort to advise them on how their performance rates relative to the expectations of the supervisor and to indicate areas of improvement for the future.”*

Guidance: Supervisors are encouraged to do the following:

1. Communicate expectations for job performance during onboarding.
2. Offer periodic performance feedback.
3. Distribute job assignments fairly, and without regard to protected status.
4. Evaluate candidates based on the required skills and qualifications outlined in the position description.
5. Evaluate how glamour work, low-profile work, and “office housework” are distributed among the team.

The Center for Worklife Law defines office housework as “literal housework (ordering lunch), administrative work (scheduling a time to meet), emotion work (“[they are] upset; comfort [them]”) and keeping-the-trains-running work.”⁸

Resource: To increase objectivity and fairness in how assignments are distributed, supervisors may review the [Bias Interrupters for Assignments](#) resource.

Resources

- Appendix A: [Checklist: Civil Rights Considerations in the Employee Recruitment, Selection, and Hiring Process](#)
- Appendix B: [University of Rhode Island Sourcing and Outreach List](#)
- Appendix C: [University of Rhode Island Affirmative Action Plan](#)
- Appendix D: [Guide to Permissible Interview Questions](#)
- Appendix E: [Accessibility Considerations](#)

¹ Policies, Procedures and Guidelines for Affirmative Action Plans in Rhode Island State Government

² Office of Federal Contract Compliance Programs Regulations Affirmative Action Compliance Guidelines

³ Society for Human Resources Management.

⁴ U.S. Equal Employment Opportunity Commission, Prohibited Employment Policies/Practices

⁵ U.S. Equal Employment Opportunity Commission, Prohibited Employment Policies/Practices

⁶ 42 USC § 2000e-2

⁷ Adapted from Inside HigherEd

⁸ Allen, T. D. (2006). Rewarding good citizens: The relationship between citizenship behavior, gender, and organizational rewards. *Journal of Applied Social Psychology*, 36(1), 120-143. doi: 10.1111/j.0021-9029.2006.00006.x, Babcock, L., Recalde, M. P., Vesterlund, L., & Weingart, L. (2017). Gender differences in accepting and receiving requests for tasks with low promotability. *American Economic Review*, 107(3), 714-47. doi: 10.1257/aer.20141734