THE
UNIVERSITY
OF RHODE ISLAND

# PROCEDURES for Policy on Employee Recruitment, Selection and Hiring

## Policy # 02.001.1

**Policy Effective Date: July 1, 2024**

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## General

The University's policy on Employee Recruitment, Selection and Hiring describes the procedure for pre-recruitment planning, sourcing, evaluating, and selecting applicants to interview, hiring, and onboarding individuals at the University.

Questions regarding these procedures should be directed to Robin Santini, Specialist, Talent Acquisition, Phone: 401.874.2456 Email: robin_santini@uri.edu. These procedures, as amended from time to time, have been established to ensure compliance with the above policy.

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# PROCEDURES for *Policy on Employee Recruitment, Selection, and Hiring*

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## 1 Introduction

The University of Rhode Island (also, University or URI) hires employees for a wide range of services to meet its mission. In accordance with the University Policy on Employee Recruitment, Selection, and Hiring this document describes the procedure for pre-recruitment planning, sourcing, evaluating, and selecting applicants to interview, hiring, and onboarding individuals at the University.

This procedure is maintained by the Office of Human Resource Administration (HR), which is responsible for leading talent acquisition activities. HR will periodically review the Policy on Employee Recruitment, Selection, and Hiring, and the supporting procedures, and will assess the need to make revisions. The Office of the General Counsel and the Office of Equal Opportunity will be consulted during the review process to assess evolving legal requirements.

Questions regarding these procedures should be directed to Robin Santini, Specialist, Talent Acquisition, Phone: 401.874.2456 Email: robin_santini@uri.edu.

Office of Human Resource Administration contact information is provided in Section 14.

## 2 Forms Related to this Procedure

**Form 1: Employee Recruitment Strategy Form**

The Employee Recruitment Strategy Form provides HR with the information necessary to post the vacancy and document compliance with the University Policy on Employee Recruitment, Selection and Hiring. This form must be submitted with a request to initiate a posting as described in Section 5.2 for Faculty postings and Section 6.2 for Non-Classified staff postings.

**Form 2: Applicant Evaluation Rubric**

The Applicant Evaluation Rubric is a reliable tool used to promote consistency and fairness in the evaluation of applicants and must be submitted to HR with a request to interview applicants as described in Section 5.3.4 for Faculty postings and Section 6.3.4 for Non-Classified Staff postings.

# 3 Methodology and Framework: Components of Strategic Talent Acquisition

Strategic talent acquisition activities need to support *Focus URI* the University's Strategic Plan for 2023-2033 which will guide the employment needs of each division, college, and department. The process also requires an assessment of the current workforce, labor force trends, civil rights obligations, and budget considerations.

A successful talent acquisition strategy plays an important role in the University's organizational success.

These procedures establish a framework to guide talent acquisition activities to attract and hire outstanding talent while meeting institutional and civil rights compliance obligations.

This procedural document for strategic talent acquisition addresses:

1. Common components, e.g., applicable law;
2. The Faculty Search Process;
3. The Non-Classified Staff Search Process;
4. The Classified Search Process; and
5. Casual Employees, Part-Time Faculty, and Graduate Assistants.

The Faculty and Non-Classified Search processes vary in implementation, but both follow the seven (7) stages below:

1. **Stage I: Pre-Recruitment Planning (Faculty) (Staff)**
    1. obtaining approval to fill a position;
    2. writing the position description; and
    3. forming a search committee.
2. **Stage II: Sourcing (Faculty) (Staff)**
    1. considering external advertisement and researching outreach options;
    2. developing a formal recruitment strategy;
    3. submitting an Employee Recruitment Strategy Form;
    4. posting the vacancy on the University's employment website jobs.uri.edu;
    5. implementing paid advertising; and

   6. conducting outreach to search for active and passive candidates who meet the required qualifications identified in the position description.
3. **Stage III: Evaluating Applicants (Faculty) (Staff)**
   1. preparing to review applications;
   2. reviewing applications to determine which applicants are qualified based on required qualifications identified in the position description;
   3. selecting semi-finalist applicants to invite for interviews; and
   4. submitting master Applicant Evaluation Rubric with request to interview.
4. **Stage IV: Interviewing and Selecting Preferred Candidates (Faculty) (Staff)**
   1. conducting interviews; and
   2. determining which applicants best meet the required qualifications identified in the position description and the needs of the department.
5. **Stage V: Hiring (Faculty) (Staff)**
   1. selecting the most qualified candidate based on qualifications and needs of the department;
   2. making an offer of employment and negotiating an employment contract;
   3. drafting and transmitting the appointment letter; and
   4. completing the search process.
6. **Stage VI: Onboarding (Faculty) (Staff)**
   1. welcoming a new employee to the University,
   2. introducing a new employee to the University's structure, vision, mission, values and policies; and
   3. enabling a new employee to be successful in their new position.
7. **Stage VII: Post-Recruitment Evaluation (Faculty) (Staff)**
   1. conducting a post-search survey.

# 4 Common Procedure Components

## 4.1 Civil Rights Compliance Obligations

The Office of Equal Opportunity (OEO) has introduced the University of Rhode Island Civil Rights Compliance Toolkit for Employee Recruitment, Selection, and Hiring (also, Toolkit) which includes civil rights compliance resources. The Toolkit is designed to reaffirm the University's commitment to fostering a workforce that is reflective of the scholars and communities we serve as Rhode Island's flagship institution. The ultimate goal of the Toolkit is to promote compliance with applicable civil rights laws and regulations, and to mitigate discrimination in the hiring and recruitment process.. Refer to the Toolkit for guidance during each stage of the search process.

## 4.2 Rhode Island General Laws - Pay Equity Act

Per Rhode Island General Law § 28-6-22 (a), Hiring Managers, Search Chairs and Search Committee Members are not allowed to:

*(1) Rely on the wage history of an applicant when deciding whether to consider the applicant for employment;*

*(2) Require that an applicant's prior wages satisfy minimum or maximum criteria as a condition of being considered for employment;*

*(3) Rely on the wage history of an applicant in determining the wages such applicant is to be paid by the employer upon hire; or*

*(4) Seek the wage history of an applicant.*

Per Rhode Island General Law § 28-6-22 (c):

*Upon the applicant's request, the [Hiring Manager or Search Chair] shall provide an applicant for employment the wage range for the position for which the applicant is applying, and the [Hiring Manager or Search Chair] should provide a wage range for the position the applicant is applying for prior to discussing compensation. An employer shall provide an employee the wage range for the employee's position both at the time of hire and when the employee moves into a new position. During the course of employment, upon an employee's request, an employer shall provide the wage range for the employee's position.*

Per Rhode Island General Law RIGL § 28-6-18, it is unlawful for an employer to prohibit employees from discussing wages or asking other employees about their wages. Employers may not request or require that employees or applicants waive the right to discuss wages.

## 4.3 Search Process Confidentiality

Confidentiality in the search process is essential. Names of applicants must not be shared with anyone outside of the search committee, except for the hiring manager. Search committee members will have access to private information, and all search committee members must protect personally identifiable information to prevent others from obtaining the data.

Maintaining complete confidentiality is an important part of attracting qualified candidates who trust their information will not be disclosed prematurely.

There are times when information regarding finalists for a position will be made public (e.g., faculty candidate presentations or community presentations) at which point the applicants should be made aware and agree to the disclosure. Please consult with the Search Chair or the Specialist, Talent Acquisition if you have questions concerning confidentiality.

## 5 Faculty Search Process

The Faculty Search Process must follow requirements found in the collective bargaining agreement covering Faculty. Please refer to the collective bargaining agreement between the URI Board of Trustees and URI Chapter of the American Association of University Professors, Article 11 Selection and Appointment of Faculty Members, for contractual requirements concerning the faculty search process.

Faculty workforce planning takes place based on the AAUP contract Article 11 Selection and Appointment of Faculty Members as follows:

Department meets yearly to forecast and plan:

- Department Chair leads effort to define goals for the coming fiscal year.
- Department meets to determine hiring needs.
- Department Chair provides the Dean with request for faculty positions.

As part of a strategic recruitment process, based on the request for new positions, each college/department should review overall outreach efforts and begin building a network of relationships to prepare for planned growth for the coming year.

**All Full-Time Faculty vacancies require a search.**

Exception: In certain instances, HR may waive the requirement for a search. To request a search waiver, the Hiring Manager must document the request in writing by sending an email to the Assistant Vice President, HR providing:

1. position description,
2. justification for the waiver, and
3. resume/CV of the proposed hire.

Hiring Managers have ultimate responsibility regarding the search process, consistent with eligible collective bargaining agreements, and are accountable for compliance with the Policy and Procedures on Employee Recruitment, Selection, and Hiring. Hiring Managers may, however, delegate the search tasks to a Search Chair who is responsible to the Hiring Manager for full compliance.

Hiring Managers must be 1) the University President or Provost 2) direct reports to the University President or Provost, or 3) their direct reports, or 4) Principal Investigators hiring for positions with sponsored awards or third-party funds under their control.

The Dean's approval is required for the following:

1. requests to fill Faculty positions (The Dean will work with the Provost);
2. Faculty position descriptions;
3. requests to interview for Faculty positions;
4. recommended hire for Faculty positions (The Dean will seek approval from the Provost); and
5. Appointment Letter and salary (The Dean will seek approval from the Provost).

HR approval is required for the following:

1. Faculty position descriptions,
2. Search Committee composition, and
3. Requests to interview for Faculty positions.

## 5.1 Faculty Search Stage I: Pre-Recruitment Planning

Pre-recruitment planning consists of:

1. obtaining approval to fill a position;
2. writing the position description;
3. forming a search committee;

The Dean's business office will be helpful regarding search process instructions specific to your department.

### 5.1.1 Obtaining Approval to Fill a Position

To initiate the approval process, the department must contact the Dean with their request to fill the vacant position. The Dean seeks the position through the yearly budget allocation process for new positions or seeks approval directly from the Provost to refill a newly vacant position. (The initial step in the process to obtain approval to fill a Faculty position is subject to revision pending the University's transition to an incentive-based budgeting (IBB) model.)

After the Office of the Provost has authorized filling the position, The Office of Budget and Financial Planning produces a Request to Fill Form (RF-1) for positions partially or fully funded on Fund 100, 101, 102, 103, 104, 105, 106, 125 & SPA110 accounts that were awarded during the annual allocation process.

Business Managers should complete an RF-1 for positions awarded pre/post-allocation and the Dean's Office emails the completed RF-1 to the Office of Financial Strategy and Planning authorizing filling of position, certifying full-time equivalent (FTE) and funding are available.

RF-1 Forms are available on the Office of Financial Strategy and Planning website (https://web.uri.edu/fsp/forms/).

New positions require a Position Action Form (PAF), found in HR eCampus.

The Office of Financial Strategy and Planning produces a blanket PAF for Assistant Professors and Assistant Teaching Professors. Business Managers produce a PAF for other new positions or vacant positions that need to be extended or modified.

Please visit the Office of Financial Strategy and Planning for answers to https://web.uri.edu/fsp/frequently-asked-questions/ about Position Action Forms.

If an RF-1 is required to initiate a search, HR will notify the department when the RF-1 has been approved.

### 5.1.2 Writing the Position Description

Once the RF-1 and PAF, if necessary, have been approved, the Position Description must be formalized.

Faculty Position Descriptions are controlled by the hiring department or college and are unique to the academic position in a department. HR is the official repository for all active and current Faculty Position Descriptions.

Position Descriptions are developed by the Hiring Manager (unless delegated, in which case the Hiring Manger must approve) at the time of a search through procedures and requirements found in the current collective bargaining agreement and is considered the official Position Description for that position. The Position Description shall remain tied to the successful candidate for that search to describe their required duties and responsibilities as well as qualifications and knowledge or training required for that position. (As of the effective date of this policy, see Article 11 of the current AAUP contract).

Position Descriptions provide a descriptive interpretation of the requirements and expectations of the employee function in that position, and they provide the place of that position in the University's operational architecture.

Position Descriptions may not be altered once a search has been posted on the University's employment website. If a Position Description needs to be changed after it is posted, the applicants must be notified that the current posting is being canceled. Subsequently, the altered Position Description will be posted with a new posting number and re-advertised.

When drafting a position description, Hiring Managers must distinguish between required and preferred qualifications.

#### 5.1.2.1 Required Qualifications

The required qualifications for a position indicate the minimum baseline measurable skills, education, training, professional certifications, licenses, or other specified requirements. Required qualifications must relate directly to the essential duties and responsibilities of the position and must be consistent with business necessity. When completing the Position Description, one must determine whether requirements must be met at the time the application is submitted, at the time of appointment, or at a later specified date. If not specified in the posting, the requirement must be met at the time the application is submitted.

Required qualifications define who is qualified to be selected for an interview. Applicants must meet all required qualifications as described in the position description to be considered for interview.

#### 5.1.2.2 Preferred Qualifications

Position Descriptions may also document preferred qualifications. An applicant is not disqualified from an interview for lacking preferred qualifications.

#### 5.1.2.3 Template for Faculty Position Descriptions

Contact the Office of the Provost for information regarding templates for Faculty Position Descriptions. A template may include introductory information about the University and consistent language for required and/or preferred qualifications relating to fostering an inclusive culture.

Each department/college may have standardized introductory language regarding unique academic and/or research initiatives. Please communicate with the Department Chair and/or College Business Office for details.

#### 5.1.2.4 Position Description Approval

Faculty Position descriptions must be approved by the Dean.

After approval by the Dean, the Search Chair must forward the Position Description to the Human Resource Technician (HR) who will add it to the University's applicant tracking system, PeopleAdmin, when the search is initiated.

Once the posting is initiated and entered in PeopleAdmin, the Specialist, Talent Acquisition (HR) will review the position description and provide HR approval, signified by approval of the posting within PeopleAdmin. The Specialist, Talent Acquisition will review the requirements to ensure they are aligned with the essential duties and responsibilities and to ensure they are clear and can be evaluated unambiguously. If additional information is needed, HR will contact the Search Chair.

#### 5.1.3 Forming a Search Committee

All Faculty searches require a search committee unless (1) the search is for research Faculty, (2) a search committee is otherwise excluded by a current relevant collective bargaining agreement, or (3) the requirement is waived by HR.

Search committee members must have completed the University Employee Recruitment, Selection, and Hiring Training within two years prior to participating in a search. The training is available in Brightspace and offered in-person as needed. A list of URI employees who have completed the University Recruitment, Selection, and Hiring training will be maintained in HR.

Unless specified otherwise by a current collective bargaining agreement, search committees for Faculty searches must have a minimum of three (3) members. Committee membership should express various perspectives and specialized knowledge relative to the position from across appropriate academic disciplines. The Search Chair may consult the Dean regarding appropriate academic disciplines to include.

The composition of the search committee must be approved by the Specialist, Talent Acquisition (HR), signified by approval of the posting within PeopleAdmin**.**

**Conflict of Interest: 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 that has been selected for interview, HR must be notified by the Search Chair, and the applicant must provide an alternative reference to HR and the Search Chair.**

### 5.2 Faculty Process Stage II: Sourcing

Sourcing consists of:

1. considering external advertisement and researcing outreach options;
2. developing a formal recruitment strategy;
3. submitting an Employee Recruitment Strategy Form;
4. posting the vacancy on the University's employment website (jobs.uri.edu);
5. implementing paid advertising; and
6. conducting outreach to search for active and passive candidates who meet the required qualifications identified in the position description

#### 5.2.1 Considering External Advertisement and Researching Outreach Options

Diversity Officers and Assistant Deans of JEDI Initiatives may support outreach activities by targeting a wide applicant pool through direct outreach.

#### 5.2.1.1 University's Employment Website

All vacancies must be posted on the University's employment website jobs.uri.edu for a minimum of ten (10) business days.

#### 5.2.1.2 External Advertising

In addition to being posted on the University's employment website, all Faculty positions must be advertised externally, unless this requirement is waived in writing by HR.

External advertising includes appropriate print or online platforms, professional organizations or associations, and other outlets to target the appropriate labor force and broaden the pool of applicants to a regional, national, or international scope as appropriate for the position being posted and current labor market conditions.

Hiring Managers, in consultation with a Specialist, Talent Acquisition (HR), shall determine the breadth of advertising. Questions regarding advertisement activities for previous searches may be directed to the Specialist, Talent Acquisition (HR).

All vacancies will automatically be posted on the University Official LinkedIn account without charge to the department.

##### 5.2.1.2.1 Include Required EEO Employer Statement

The following statement must be included in all advertisements:

"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."

##### 5.2.1.2.2 Funding for External Advertising Expenses

1. Advertising for State funded positions will be the responsibility of HR up to a total cost of $900, and expenses above this limit will be charged back to the hiring department.
2. For positions sponsored with restricted funds (grants, private money, etc.), the account supporting the position will be charged for all advertising costs.
3. University Auxiliaries must incur the advertising costs for their vacancies.

Internal Postings: Postings approved by HR as restricted to internal applicants will be posted on the University's employment website and must be marked "Internal Applicants Only" within their title. These vacancies may not be advertised on external outlets unless the position becomes open to external applicants.

#### 5.2.1.3 Outreach

Outreach should be conducted by engaging colleagues, external contacts, social media, and relationships established within the appropriate field. The Toolkit includes a list of professional associations and organizations that Hiring Managers and search committee members may consider to broaden the applicant pool through direct outreach.

Hiring Managers and search committee members are ultimately responsible for seeking out appropriate professional organizations, e-mail lists, associations, and other resources that specifically serve professionals with an emphasis on members of underrepresented groups beyond the resources provided by the administration and enclosed within the Toolkit.

### 5.2.2 Developing a Formal Recruitment Strategy

Hiring Managers, Search Chairs, and search committee members should create a formal recruitment strategy that includes an external advertising and outreach plan specifying what role each search committee member will play in implementing the strategy (e.g., conference outreach, professional associations with general membership, focused professional associations targeting categories underrepresented in the department, outreach to contacts in the field, or direct communication with potential candidates).

The recruitment strategy should describe a timeline for the posting including when applications will be reviewed, when interviews should be conducted, and a target date for hiring. Considerations include whether the application period should have an automatic closing date or remain open until the position is filled. If the posting will remain open until filled, a first consideration date can be specified. Applications submitted after the first consideration date do not need to be reviewed if a successful candidate is found within the first consideration period.

### 5.2.3 SUBMIT Employee Recruitment Strategy Form

The Search Chair must submit the completed Employee Recruitment Strategy Form via email to the Human Resource Technician (HR) to initiate the search.

The Employee Recruitment Strategy Form will include a list of paid external advertising sources; planned outreach to be accomplished by the search committee, department, and college; as well as other required information as indicated on the form.

### 5.2.4 Posting the Vacancy on the University's Employment Website

The Human Resource Technician (HR) will create the posting in PeopleAdmin upon receipt of the following:

1. approval document(s) required to fill the position;

2. finalized position description; and
3. completed Employee Recruitment Strategy Form.

The search chair will need to set up a user account by going to jobs.uri.edu/hr.

**Please note: If you have served as a search chair since 2009 and have a user account, it is not necessary to create a new account. Please contact the Human Resource Technician (HR) if you need help resetting your password.**

The Human Resource Technician (HR) will email the Search Chair a preliminary copy of the posting for their review/approval.

After the Search Chair confirms the posting is correct, the Human Resource Technician (HR) will forward the posting within PeopleAdmin for the Specialist, Talent Acquisition final review of the Position Description, Recruitment Strategy, and Search Committee membership to ensure compliance with the Policy on Employee Recruitment, Selection, and Hiring, and these supporting procedures. If additional information is needed, HR will contact the Search Chair.

Once approved by the Specialist, Talent Acquisition, the Human Resource Technician (HR) will post the vacancy on the University's employment website (jobs.uri.edu) and the posting will be open for applications.

**When the vacancy is posted on the University's employment website, the Human Resource Technician will send an email notifying the Search Chair the vacancy is posted and open for applications.** The email will include a Guest Username and Password for the search committee members to access the posting to review applications. The search committee Guest Username and Password combination is unique for each posting.

All applications must be submitted through the University's employment website: jobs.uri.edu

Upon completion of the online application, each applicant will receive an immediate electronic acknowledgment confirming successful application submission.

Once the posting is open to applications on the University employment website, the Search Chair and committee members will receive an introductory email from the Specialist, Talent Acquisition (HR) who will be working with them throughout the search process.

### 5.2.5 Implementing Paid Advertising

Once the vacancy is posted on the University's employment website, the Human Resource Technician (HR) will arrange for the paid advertisements as indicated on the Recruitment Strategy Form and the posting using the University's contracted advertising agency.

All advertisements, postings, and announcements will direct applicants to the University's employment website (jobs.uri.edu) where the applicant may create an account to apply for posted vacancies.

HR will take responsibility for implementing most of the paid external advertising, however, in some cases, Hiring Managers and Search Chairs may place paid advertisements directly with professional organizations or job boards that are not available to the University's contracted media buyer. The Human Resource Technician (HR) will communicate with the Search Chair if an advertising source is not available through the contracted media buyer.

The Human Resource Technician (HR) will notify the Search Chair of the total cost of advertising once the position is posted and the advertising is implemented.

#### 5.2.6 Conducting Outreach

The Search Chair is responsible for working with the Search Committee to ensure outreach activities identified on the Employee Recruitment Strategy Form are being carried out.

## 5.3 Faculty Process Stage III: Evaluating Applicants

Evaluating applicants consists of:

1. preparing to review applications;
2. reviewing applications to determine which applicants are qualified based on required qualifications identified in the position description;
3. selecting semi-finalist applicants to invite for interviews; and
4. submitting Master Applicant Rubric with request to interview.

### 5.3.1 Preparing to Review Applications

#### 5.3.1.1 Search Chair PeopleAdmin Login Credentials

The Search Chair user account provides the ability to view applications and update the status of the applicants.

#### 5.3.1.2 Search Committee PeopleAdmin Login Credentials

The Search Chair must provide search committee members with the Guest Username and Password that was provided by the Human Resource Technician (HR) when the vacancy was posted on the University's employment website. The search committee Guest Username and Password combination is unique for each posting. The search committee login credentials allow the committee members to view applications, however they will not have the ability to update the status of applicants.

Applications are accessed at: [jobs.uri.edu/hr](jobs.uri.edu/hr)

#### 5.3.1.3 Review Important Topics with Search Committee

The Search Chair should review the following topics with the search committee:

- confidentiality of search process - information regarding applicants is to be kept confidential and discussed only among committee members, the Dean, and the Department Chair prior to any public presentations made by the applicant;
- Position Description and Required Qualifications which will determine which candidates are selected for interview;
- criteria for how qualifications listed in posting will be evaluated and rated;
- posting and applicant evaluation timeline;
- preliminary interview schedule
- Toolkit for civil rights compliance considerations and guidance on evaluating applicants fairly; and
- Hiring Manager expectations regarding the approval of applicants selected for interview and how to present the candidate(s) recommended for hire.

### 5.3.2 Reviewing Applicants

All search committee members should be actively involved in reviewing applications. The Search Chair must ensure all committee members have the information required to evaluate skills and qualifications fairly.

Search committee members conduct their review by completing an Applicant Evaluation Rubric to evaluate each application and supporting materials using the required and preferred qualifications identified in the posting as the evaluation criteria.

After the search committee has evaluated each applicant, the Search Chair completes a master Applicant Evaluation Rubric based on the consensus of the search committee's evaluation of the applicants. The master Applicant Evaluation Rubric documents who will be invited to schedule an interview, who will be placed on hold, and provides evidence to support the committee's decision-making process.

The comment section of the rubric should be used to designate who is requested for an interview or placed on hold and may be used to provide additional information to substantiate the evaluation of the required qualifications.

The Applicant Evaluation Rubric is available on the HR Employment/Recruitment website: uri.edu/hr/ncsearch_process/

Applicants chosen for interview cannot be lacking any required qualifications at the time of hire or as otherwise described in the Position Description.

An interview is not required for all qualified applicants, only those identified as most qualified.

Do not contact applicants to schedule interviews before receiving approval from the Dean and the Specialist, Talent Acquisition (HR). Contacting applicants before receiving approval may increase institutional risk and delay the search process.

The Specialist, Talent Acquisition (HR) must conduct a review of the candidates selected for interviews. At this time and throughout the search process, a Specialist, Talent Acquisition assigned to support you will monitor compliance with the Policy on Employee Recruitment, Selection, and Hiring, and these procedures, to ensure talent acquisition activities are being carried out in accordance with University policy.

#### 5.3.3 Interview Pending

The Search Chair will indicate in PeopleAdmin (jobs.uri.edu/hr) which of the qualified applicants the committee has decided to interview, or perhaps interview later, by changing their status to “Interview Pending” or “Hold for Later Consideration”.

For applicants not selected for interview or hold, the Search Chair indicates "Not Interviewed/Not Hired" and uses the "drop down" menu to select a specific non-select reason.

Please refer to Section 13. Navigating PeopleAdmin for further information.

Applications received after the first consideration date can remain with a status of “Under Review by Search Committee” if the committee has not reviewed them.

#### 5.3.4 Requesting to Schedule Interviews – SUBMIT Applicant Evaluation Rubric

**The Dean’s approval must be documented when emailing HR with a request to interview applicants.**

After the status of each applicant has been updated in PeopleAdmin, the Search Chair will submit the Master Applicant Evaluation Rubric via email to the Specialist, Talent Acquisition (HR) and the Dean requesting authorization to schedule interviews, even if the Dean has already provided approval. The Dean must be included in this email to enable them to reply and document their approval of the candidates selected, which is required. Please cc: Human Resource Technician (HR).

Each email must include the Posting Number (F# ) and the title of the position in the subject line to enable the University to maintain proper records.

**The completed master Applicant Evaluation Rubric must be attached to the email to the Dean and Specialist, Talent Acquisition (HR) when requesting authorization to schedule interviews.**

#### 5.3.5 HR Talent Acquisition Review

The Specialist, Talent Acquisition will review each applicant selected for an interview utilizing the completed applicant evaluation rubric, application materials, and PeopleAdmin reports available to HR and will contact the search chair via email with questions if necessary.

The Talent Acquisition review ensures:

- the interview pool is reflective of the qualified applicant pool, and
- none of the search committee members are listed as a reference for the candidates selected for interview or hold.

The Specialist, Talent Acquisition will contact the Search Chair to authorize interviews when the review concludes.

Federal and state laws prohibit discrimination against members of protected classes on the basis of:

*Race, color, national origin (including language), sex, sexual orientation, gender identity or expression, religion, disability, genetic information, age, pregnancy, and veteran status.*

Employment decisions may not be made with regard to protected status. For other civil rights considerations, review the Toolkit. Contact the Office of Equal Opportunity with questions.

**If immigration status is a factor for any of the applicants being considered for interview, please contact the Director, Personnel Services (HR) promptly.**

### 5.4 Faculty Process Stage IV: Interviewing and Selecting Preferred Candidates

Interviewing and selecting preferred candidates consists of:

1. conducting interviews, and
2. determining which applicants best meet the required qualifications identified in the position description and the needs of the department.

#### 5.4.1 Conducting Interviews

Structured interviews are required. It is very important to ensure your interviews are consistent across candidates. Ask the same questions of each candidate and document their responses. Each committee member should have notes regarding their evaluation of the candidates during the interview process.

All search committee members are expected to attend scheduled candidate interviews. Search Chairs should consider replacing committee members when consistent attendance presents a challenge.

When hosting candidate interviews, presentations, or forums, invite the same people/groups to meet with each candidate.

Please visit the HR Non-Classified Recruitment Process website for additional information regarding tips for a successful interview process.

#### 5.4.1.1 Virtual Interviews

Preliminary virtual interviews are recommended to learn more about applicants before deciding who will move forward in the search process.

Preliminary interviews can help:

- assess the applicant's general communication skills;
- clarify items on the applicant's resume;
- gain insight to help narrow the interview pool; and
- enable a candid conversation with the applicant about salary.

Regardless of whether a candidate is local to the University or not, if the initial interviews are virtual, all initial interviews should be done virtually.

Virtual interviews must be conducted with the same privacy and professionalism as in-person interviews.

Create a Good First Impression for the Candidate

- Be prepared by reviewing the respective candidate materials prior to each interview.
- Communicate what to expect in advance (e.g., interview will be conducted by a committee, number of committee members, duration of the interview, how many questions will be asked).
- Be respectful of the candidate’s time by being punctual for interviews.
- Be professional and alert, show interest, and avoid using your cell phone.
- Use the time with the candidate to learn about the candidate’s skills and qualifications, and answer questions the candidate may have about the role and the University.
- Allow the interview questions to flow like a conversation, rather than an interrogation.
- Communicate the university’s value as Rhode Island’s land-grant institution and the unique attributes of the hiring college/department.
- Discuss the comprehensive employee benefit package.

Upon the applicant’s request, the Hiring Manager or the Search Chair shall provide an applicant with the wage range for the position for which the applicant is interviewing.

### 5.4.1.2 On-Campus Visits

The Hiring Manager shall determine when a campus visit, which may include additional interviews, presentation, or other elements may be appropriate. When a campus visit is part of the search process, it must be offered to all finalists, and the structure of the campus visit must be consistent for each finalist. If a finalist is unable to travel, alternative arrangements may be made with the written approval of HR.

The on-campus interview process is an opportunity to promote the merits of joining the University as well as to evaluate the candidates' qualifications. Promotional materials are available on the HR website.

To take advantage of the limited time spent with the visiting applicants, be sure to have the time well-planned and confirm arrangements in advance.

Inform the applicant of the plans and expectations for their on-campus visit. When contacting the applicants to invite them for an on-campus visit, be sure to ask whether they will need accommodations. If meals are involved, inquire about dietary restrictions. Thank the candidates for bringing any needs to your attention.

If an open forum will take place, see the Toolkit for accessibility considerations.

#### 5.4.1.2.1 Faculty Candidate Travel

Travel for candidates should be paid with funds available at the college level. HR does not arrange or reimburse hiring departments for candidate travel.

It is important to advise the candidates to retain all original itemized invoices, including boarding passes for flights/trains, hotel receipts, etc.

A mileage record should be maintained for those who use their personal vehicle to drive to the university. The mileage reimbursement rate for travel is established by the Rhode Island Department of Administration: https://controller.admin.ri.gov/central-accounts-payable/travel

The University is Tax Exempt. Please see the University Controller's website for tax exempt information:

https://web.uri.edu/controller/tax-exemption-certifications/

The interviewing department may recommend the use of the University-approved travel agent who will bill the university directly for airline and lodging reservations.

Only URI state employees may register with the University-approved travel agency, therefore, applicants traveling for an interview must have a URI state employee book their travel if using the University-approved travel agency.

Non-employees of the University, including but not limited to job applicants, incurring business related travel expenses are subject to the same travel guidelines as URI employees. These non-employees are not required to use the University-approved travel agency but will only be reimbursed for reasonable travel expenses as noted in the URI Travel Policy. Also, the travel budget must be addressed with the candidate if there are additional constraints on the cost of travel based on funds available at the college/department level.

### 5.4.1.3 Reimbursing Candidates for Travel

The Department must advise the candidate to visit the Strategic Procurement Supplier Registration website to fill out and submit a Supplier Request Form which is required to receive a reimbursement payment from the University.

It is the responsibility of the candidate to provide the department or search committee with the associated travel receipts to enable the department to complete and submit an Invoice Voucher to cover the expenses.

The Department must prepare and approve an Invoice Voucher to initiate payment to the candidate. State regulations require that receipts for approved out-of-pocket travel expenses incurred by a candidate be itemized on the invoice voucher. The interviewing department must ensure the candidate provides all necessary information to facilitate travel expense reimbursement.

In accordance with the URI Travel Policy, meal expenses incurred by a candidate while traveling are eligible for per diem reimbursements. The per diem allowance covers meals and incidental expenses such as tips and gratuities, and travelers will not be reimbursed separately for these items. Candidates are not required to provide receipts for meal expenses to receive the per diem allowance.

Please note: The University does not cover expenses for other individuals traveling with the candidate.

Please visit the University Strategic Procurement website for the Invoice Voucher form and instructions.

#### 5.4.1.3.1 Expenses for Business Meals with Search Committee/University Stakeholders and Candidates

Meal expenses for a candidate and participating members of a search committee and/or other University stakeholders are the responsibility of the Hiring Department. Employee reimbursement is accomplished through the University Travel and Expense module . The University will not reimburse expenses for alcoholic beverages.

### 5.4.2 References and Background Checks

References may be contacted at any time before or after the interview process. The Search Chair is generally responsible for checking professional references supplied by the candidates, however, the Dean or another search committee member may do this at the request of the Search Chair. References may be checked for a slate of preferred candidates or a single preferred candidate. References that have been provided by the candidate may be contacted directly. If the Search Chair would like to contact someone outside of the provided list, they must get **written** permission from the candidate. The candidate may provide a list of people they prefer not to be contacted as a reference.

If an applicant receives a poor or inadequate reference, that non-select reason is available in the drop-down menu in PeopleAdmin.

The Office of HR conducts a national background screening, after an offer letter has been signed, but prior to the date of hire for all Employees of the University, regardless of position. The background check will include Social Security number verification, credentials verification, criminal history, and may include other specific checks given the nature of the position and its responsibilities (e.g., credit check, motor vehicle records check).

## 5.5 Faculty Process Stage V - Hiring

Hiring consists of:

1. selecting the most qualified candidate based on qualifications and needs of the department;
2. making an offer of employment and negotiating an employment contract;
3. drafting and transmitting the appointment letter; and
4. completing the search process.

### 5.5.1 Selecting the Most Qualified Candidate

#### 5.5.1.1 Inform Dean of Committee's Recommendations

After interviews have been conducted, the search chair, or the department chair, will provide the Dean with the committee's preferred candidate(s). At the Dean's discretion, the recommendation may be for a single individual, or for a slate of preferred candidates. When a slate of candidates is requested, it may be presented ranked or unranked, depending on the preference of the Dean, or the requirements of a current controlling collective bargaining agreement for that hire.

**If the preferred candidate from any search is a foreign national or non-U.S. citizen, the Search Chair must promptly contact the Director of Personnel Services for guidance.**

#### 5.5.1.2 Recommended for Hire

Based on the Dean's selection/approval of the hiring recommendation, the Search Chair should update the successful candidate to Recommended for Hire in PeopleAdmin and inform the Specialist, Talent Acquisition (HR) of the recommended hire via email. HR approval is not required for the recommended hire, however HR needs to be informed of the selection.

### 5.5.2 Making an Offer of Employment

The Dean will make a verbal offer to the recommended hire. The Dean and Department Chair should maintain communication with the Search Chair regarding the status of the offer of employment to facilitate completion of the Search Process.

The Dean may negotiate the inclusion of support for relocation or other one-time benefits when making an offer to full-time faculty. Any such negotiated agreement must be in accordance with the Relocation Allowances Policy and Procedure or any University policy covering these benefits and must be documented in the Appointment Letter.

Faculty Startup Packages may be negotiated provided the package is fully related to professional job duties. Details of the startup package must be included in the offer of employment and must be approved in advance by the Provost.

NOTE: It is important to inform HR whether the recommended candidate accepts or declines the offer.

### 5.5.3 Appointment Letters

The Dean shall draft and sign the Appointment Letter in consultation with the Provost's Office, who shall review and approve the letter. Appointment Letters must include all terms and conditions of the hiring offer and shall be considered the entire agreement relative to that hire.

The Provost's Office must approve the offer and any startup commitments prior to a formal offer being made to a candidate.

Signature Authority: All Appointment Letters must carry the signature of an Authorized Signatory (or their delegate) as described in the University policy on Approval and Execution of Contracts and Other Binding Documents**.**

### 5.5.4 Reasonable Accommodations

Qualified individuals with disabilities may request a workplace accommodation by contacting the Director, Personnel Services (HR).

### 5.5.5 Completing the Search Process

#### 5.5.5.1 Updating Applicants in PeopleAdmin

Once an offer is accepted, the recommended hire must be the only applicant remaining in the active workflow. Therefore, the Search Chair should update the remaining applicants' status by indicating the non-select reasons online in PeopleAdmin (jobs.uri.edu/hr). Please refer to Section 13.3 Faculty and Non-Classified Staff Non-Select Reasons.

#### 5.5.5.2 Closing the Posting

If a posting is open until filled, send an email to the Specialist, Talent Acquisition (HR) requesting the posting be closed to remove it from the University's employment website. The posting should be closed when (1) a signed Appointment Letter has been received from the Recommended Hire, or (2) the Search Committee is confident a successful candidate will be hired from the current applicant pool. Once the posting is closed, no additional applications will be accepted, however the search committee will still have access to review applications and the Search Chair will still have the ability to update applicants.

#### 5.5.5.3 Communicating with Interviewees Regarding Posting Filled

Once the University receives the Appointment Letter returned signed by the new the hire, the Search Chair is responsible for notifying the candidates who were interviewed but not selected to inform them they were not the successful candidate. These candidates will also receive a system generated email from PeopleAdmin when the posting is updated to "Filled" however it is important for the Search Chair to communicate with applicants who were interviewed via phone or email.

**No announcements should be made regarding the successful candidate until all other interviewees have been notified they were not selected.**

### 5.5.6 SUBMIT Interview Scoring Sheet or Interview Notes

The Search Chair must submit a copy of the committee's interview notes via email to the Specialist, Talent Acquisition (HR). Please submit notes from all interviews including initial virtual interviews. It is important to maintain these notes with our employment activity records. The notes may be handwritten and scanned, typed, or submitted on the optional Interview Scoring Sheet provided by HR.

### 5.5.7 Hiring New Employees through HR eCampus

As soon as the Department is in receipt of a signed Appointment Letter, an Employee Action Form (EAF) should be initiated by the Department in HR eCampus. A copy of the offer letter must be attached to the EAF.

Note: For HR reporting purposes, please indicate the posting number (F#) in the appropriate field provided on the EAF.

A copy of the signed Appointment Letter, Startup Package (if detailed in a separate document) and new hire's CV should be sent as one document to the Executive Assistant II in the Provost's Office (ldiomandes@uri.edu).

EAF instructions can be found on the HR Forms website under Employee Action Form Documentation: https://web.uri.edu/hr/forms/

When the EAF is fully approved in eCampus, HR will identify the search as "Filled" in PeopleAdmin, resulting in system -generated emails being sent to all applicants not selected for the position.

## 5.6 Faculty Process Stage VI: Onboarding

Onboarding consists of:

1. welcoming a new employee to the University,
2. introducing a new employee to the University's stucture, vision, mission, and values; and
3. enabling a new employee to be successful in their new position.

The onboarding experience should introduce a new employee to the team and help them create a connection to the University.

Documented guidelines are needed to implement a truly effective onboarding experience.

### 5.6.1 New Employee Packet

Once HR is in receipt of a signed offer letter, the new hire will receive a "New Employee Packet." HR will also schedule a meeting with the new employee to complete the required paperwork and to discuss employment benefits. Note: The New Employee Packet will inform applicants of the deadline to complete the online benefits enrollment on the State of Rhode Island Benefits website.

A Welcome memorandum will be included in the New Employee Packet to assist the new hire with completing forms, making decisions regarding benefits, and providing instructions regarding obtaining an employee id, setting up email, parking, mandatory training, as well as other important information.

Please direct new employees to the New Employee Information Website.

At this point, the applicant will receive an email from HireRight, the organization that conducts all background checks for University employees. The applicant will need to authorize the initiation of the background check request.

### 5.6.2 URI New Employee Orientation

The new hire will be contacted by HR with a date to attend an employee orientation, where new hires will meet employees from different departments and learn important information about working at the University.

### 5.6.3 Office of the Provost Welcomes New Faculty

The team in the Office of the Provost maintains a website with resources for new faculty.

Please direct new faculty members to the Provost's New Faculty website.

### 5.6.4 New Faculty Orientation

The New Faculty website also contains information about New Faculty Orientation events offered yearly to connect new faculty with resources to assist with transitioning to URI.

### 5.6.5 Department Onboarding Plan

Colleges/Departments should develop onboarding guidelines that are specific to their unit to enable new employees to be successful.

The following list is an example of tasks that will help create a welcoming environment and fully functioning workspace:

- check in with new employees to ensure they have visited the New Employee Information Website, completed all necessary HR forms and signed up for benefits;
- schedule IT assistance with computer setup, printer access and phone set up;
- email department to announce new hire, include start date and employee's role;
- review work schedule, holidays, and using sick time;
- review policies and procedures;
- issue keys as necessary for access to building(s);
- develop a list of people the employee should get to know as they get started, include contact information;
- set up meetings to establish the most important relationships;
- provide an overview of the department and how their role fits within the organization;
- arrange any relevant trainings as necessary;
- add regularly scheduled meetings to employee's calendar as appropriate;
- add employee to applicable email distribution lists;
- develop a general workplan that includes time to learn about their role and consider breaking down the role into specific projects or functions; and
- review workplan with new employee.

#### 5.6.5.1 New Employee Check-Ins

Managers should consider scheduling a formal check-in meeting with a new employee at the end of their first week to allow a planned time for reviewing progress on the workplan, answering questions, and updating the workplan to provide additional guidance as necessary.

## 5.7 Faculty Process Stage VII: Post-Recruitment Evaluation

Post-Recruitment Evaluation consists of conducting a post-search survey.

### 5.7.1 Evaluating the Employee Recruitment, Selection, and Hiring Procedure

HR will conduct a post-search survey of Search Chairs at the conclusion of each search to determine their perception of the Employee Recruitment, Selection and Hiring procedure and the outcome of the search. A post-search evaluation allows the University to determine if the procedure is being implemented successfully and identify areas for improvement.

# 6 Non-Classified Staff Search Process

The Non-Classified Professional Staff Search Process must follow requirements found in any collective bargaining agreements that control the position being filled. Please refer to the collective bargaining agreements available on the URI Human Resource Administration, Labor Relations/Union Offices website for any contractual requirements concerning the Non-Classified Professional Staff Search Process: https://web.uri.edu/hr/unions/

**All Non-Classified Staff vacancies require a search.**

Exception: In certain instances, HR may waive the requirement for a search. To request a search waiver, the Hiring Manager must document the request in writing by sending an email to the Assistant Vice President, HR providing:

1. position description,
2. justification for the waiver, and
3. resume of the proposed hire.

Hiring Managers have ultimate responsibility regarding the search process, consistent with eligible collective bargaining agreements, and are accountable for compliance with the **Policy and Procedures on Employee Recruitment, Selection, and Hiring.** Hiring Managers may, however, delegate the search tasks to a Search Chair who is responsible to the Hiring Manager for full compliance.

Hiring Managers must be 1) The University President or Provost, or 2) direct reports to the University President or Provost, or 3) their direct reports or 4) Principal Investigators hiring for positions with sponsored awards or third-party funds under their control.

The Hiring Manager's approval is required for the following:

1. requests to fill positions;

2. Non-Classified Staff position descriptions;
3. recommended hire for Non-Classified Staff positions; and
4. terms and conditions of offer (salary with HR approval).

HR approval is required for the following:

1. Non-Classified Staff position descriptions;
2. search committee composition;
3. requests to interview for Non-Classified Staff positions;
4. salary; and
5. Appointment Letter (except academic administrators – Deans, Assoc Deans, Assnt Deans)

## 6.1 Non-Classified Staff Process Stage I: Pre-Recruitment Planning

Pre-recruitment planning consists of:

1. obtaining approval to fill a position;
2. writing the position description;
3. forming a search committee;

Based on workforce strategy defined when the position was requested, review department plans regarding timeline for hiring to determine when the search for new vacant position should be initiated.

Alternatively, if this is a newly vacant position due to the departure of a current employee, determine the timeline of the posting based on how quickly the role will need to be filled.

Chief Business Officers and Business Managers will be helpful regarding search process instructions specific to your department.

### 6.1.1 Obtaining Approval to Fill a Position

To initiate the approval process, the Hiring Manager with a vacancy writes to the appropriate Vice President, or Dean if within an academic college, requesting authorization to fill a position and begin a search.

Once approval has been granted, the department submits a Request to Fill Form (RF-1) for positions partially or fully funded on Fund 100, 101, 102, 103, 104, 105, 106, 125 & SPA110 accounts. Business Managers or administrative staff must email the completed RF-1 to the Office of Financial Strategy and Planning to authorize filling the position, certifying full-time equivalent (FTE) and funding are available.

RF-1 Forms are available on the Office of Financial Strategy and Planning website (https://web.uri.edu/fsp/forms/).

New positions or positions being revised require a Position Action Form (PAF), found in HR eCampus. A copy of the final HR approved position description must be attached to the PAF.

Positions not funded on Fund 100, 101, 102, 103, 104, 105, 106, 125 & SPA110 accounts do not require an RF-1 form and must submit a Position Action Form (PAF), found in HR eCampus.

Please visit the Office of Financial Strategy and Planning for answers to frequently asked questions about Position Action Forms:

https://web.uri.edu/fsp/frequently-asked-questions/

If an RF-1 is required to initiate a search, the Human Resource Technician (HR) will notify the department when the RF-1 has been approved.

#### 6.1.2 Writing the Position Description

Once the RF-1 has been approved, the Position Description must be formalized.

Non-Classified Staff Position Descriptions are drafted by the Hiring Manager (unless delegated, in which case the Hiring Manager must approve the new Position Description).

NOTE: The Hiring Manager or Search Chair may contact the Director, Personnel Services (HR) regarding position title questions.

Position Descriptions are written to describe a job function, not an individual.

Position Descriptions provide a descriptive interpretation of the requirements and expectations of the employee function in that position, and they provide the place of that position in the University's operational architecture.

Position Descriptions may not be altered once a search has been posted on the University's employment website. If a Position Description needs to be changed after it is posted, the applicants must be notified that the current posting is being canceled. Subsequently, the altered Position Description will be posted with a new posting number and re-advertised.

The salary range for Non-Classified Staff positions will be determined based on the Union status and Grade level. Hiring Managers are encouraged to advertise accurate salary ranges within the Grade level salary range for the position being posted, taking into account the Department budget. An accurate salary range will set realistic expectations and avoid the loss of candidates at later stages of the search process. For example:

"Salary Range $50,000 to $60,000 commensurate with candidate's education and experience in relation to the required qualifications for the position."

When drafting a Position Description, Hiring Managers must distinguish between required and preferred qualifications.

### 6.1.2.1 Required Qualifications

The required qualifications for a position indicate the minimum baseline measurable skills, education, training, professional certifications, licenses, or other specified requirements. Required qualifications must relate directly to the essential duties and responsibilities of the position and must be consistent with business necessity. When completing the Position Description, one must determine whether requirements must be met at the time the application is submitted, at the time of appointment, or at a later specified date. If not specified in the posting, the requirement must be met at the time the application is submitted.

Required qualifications define who is qualified to be selected for an interview. Applicants must meet all required qualifications as described in the position description to be considered for interview.

### 6.1.2.2 Preferred Qualifications

Position Descriptions may also document preferred qualifications. An applicant is not disqualified from an interview for lacking preferred qualifications.

### 6.1.2.3 Position Description Approval

If the Search Chair has developed a new Position Description or has made changes to an existing Position Description, it must be approved by the Hiring Manager. The Search Chair must then forward the Position Description to the Classification & Compensation Analyst (HR) who will work with the Search Chair to finalize the position and add it to the University's PeopleAdmin Position Management System.

The Director, Personnel Services (HR) must approve any new Position Description, or changes to an existing one, prior to the commencement of a search. The Assistant Vice President (HR) or Director of Personnel Services (HR) will initial the Position Description to provide approval prior to the posting being added into the PeopleAdmin applicant tracking system.

HR is the official repository for all Non-Classified Staff Position Descriptions. A list Non-Classified titles and Job Descriptions can be found on the HR website:

https://web.uri.edu/hr/job-descriptions/nc-jobdescriptions/

Once the new or updated Position Description is approved by HR, the PAF must be initiated in HR eCampus with the Position Description attached.

### 6.1.3 Forming a Search Committee

Search committees are required in searches for all Non-Union Non-Classified Staff positions with a Salary Grade 10 or higher (or Grade 10 equivalent for ungraded positions, as determined by HR).

Search committees are not required in searches for Non-Union Non-Classified Staff positions with a Salary Grade below Grade 10, however their use is recommended for complex positions or those with high visibility across the University or with the public. Also, a Hiring Manager or Search Chair may choose to have a search committee even if it is not required.

Search committee members must have completed the University Employee Recruitment, Selection, and Hiring Training within two years prior to participating in a search. The training is available in Brightspace and offered in-person as needed. A list of URI employees who have completed the University Recruitment, Selection, and Hiring training will be maintained by HR.

Union Non-Classified Staff searches will follow the search requirements found in current collective bargaining agreements. If the agreement does not specify search requirements, the search will follow the requirements for Non-Union Non-Classified Staff searches outlined in this procedure.

Unless specified otherwise by a current collective bargaining agreement, search committees for Non-Classified Staff searches must have a minimum of three (3) members. Committee membership should express various perspectives and specialized knowledge relative to the position from across appropriate collaborating departments. The Search Chair may consult the Hiring Manager regarding appropriate departments to include.

The composition of the search committee must be approved by the Specialist, Talent Acquisition (HR), signified by approval of the posting in PeopleAdmin**.**

**Conflict of Interest: 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 that has been selected for interview, HR must be notified by the Search Chair, and the applicant must provide an alternative reference to HR and the Search Chair.**

Search Committee membership for University Officers may have additional requirements and must adhere to the University of Rhode Island Board of Trustees Bylaws and University Manual, (Chapter 2).

The committee must also adhere to any University strategic plans or policies concerning civil rights laws and regulations and diversity in hiring.

## 6.2 Non-Classified Staff Process Stage II: Sourcing

Sourcing consists of:

1. considering external advertisement and researching outreach options;
2. developing a formal recruitment strategy;

3. submitting an Employee Recruitment Strategy Form;
4. posting the vacancy on the University's employment website (jobs.uri.edu)
5. implementing paid advertising; and
6. conducting outreach to search for active and passive candidates who meet the required qualifications identified in the position description.

### 6.2.1 Considering External Advertisement and Researching Outreach Options

Diversity Officers and Assistant Deans of JEDI Initiatives may support outreach activities by targeting a wide applicant pool through direct outreach.

#### 6.2.1.1 University's Employment Website

All vacancies must be posted on the University's employment website jobs.uri.edu for a minimum of ten (10) business days.

#### 6.2.1.2 External Advertising

In addition to being posted on the University's employment website, all Faculty and Non-Classified Staff positions must be advertised externally, unless this requirement is waived in writing by HR.

External advertising includes appropriate print or online platforms, professional organizations or associations, and other outlets to target the appropriate labor force and broaden the pool of applicants to a regional, national, or international scope as appropriate for the position being posted and current labor market conditions.

Hiring Managers, in consultation with a Specialist, Talent Acquisition (HR) shall determine the breadth of advertising. Questions regarding advertisement activities for previous searches may be directed to a Specialist, Talent Acquisition (HR).

All vacancies will automatically be posted on the University Official LinkedIn account without charge to the department.

##### 6.2.1.2.1 Include Required EEO Employer Statement

The following statement must be included in all advertisements:

"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."

#### 6.2.1.2.2 Funding for External Advertising Expenses

1. Advertising for State funded positions will be the responsibility of HR up to a total cost of $900, and expenses above this limit will be charged back to the hiring department.
2. For positions sponsored with restricted funds (grants, private money, etc.), the account supporting the position will be charged for all advertising costs.
3. University Auxiliaries must incur the advertising costs for their vacancies.

Postings approved by HR as restricted to internal applicants will be posted on the HR employment website and must be marked “Internal Applicants Only” within their title. These vacancies may not be advertised outside of the University unless the position becomes open to external applicants.

### 6.2.1.3 Outreach

Outreach should be conducted through colleagues, external contacts, social media, and relationships established within the appropriate field. The Toolkit includes a list of professional associations and organizations that Hiring Managers and search committee members may consider to broaden the applicant pool through direct outreach.

Hiring Managers and search committee members are ultimately responsible for seeking out appropriate professional organizations, e-mail lists, associations, and other resources that specifically serve professionals with an emphasis on members of underrepresented groups beyond the resources provided by the administration and enclosed within the Toolkit.

### 6.2.2 Developing a Formal Recruitment Strategy

Hiring Managers, Search Chairs, and search committee members should create a formal recruitment strategy that includes an external advertising and outreach plan specifying what role each search committee member will play in implementing the strategy (e.g., conference outreach, professional associations with general membership, focused professional associations targeting categories underrepresented in the department, outreach to contacts in the field, or direct communication with potential candidates).

The recruitment strategy should describe a timeline for the posting including when applications will be reviewed, when interviews should be conducted, and a target date for hiring. Considerations include whether the application period should have an automatic closing date or remain open until the position is filled. If the posting will remain open until filled, a first consideration date can be specified. Applications submitted after the first consideration date do not need to be reviewed if a successful candidate is found within the first consideration period.

### 6.2.3 SUBMIT Employee Recruitment Strategy Form

The Search Chair must submit the completed Employee Recruitment Strategy Form via email to the Human Resource Technician (HR) to initiate the search.

The Employee Recruitment Strategy Form will include a list of all paid external advertising sources, planned outreach to be accomplished by the search committee, as well as other required information as indicated on the form.

### 6.2.4 Posting the Vacancy on the University's Employment Website

The Human Resource Technician (HR) will create the posting in PeopleAdmin upon receipt of the following:

1. approval document(s) required to fill the position;
2. finalized position description; and
3. completed Employee Recruitment Strategy Form.

The search chair will need to set up a user account by going to jobs.uri.edu/hr.

**Please note: If you have served as a search chair since 2009, and have a user account, it is not necessary to create a new account. Please contact the Human Resource Technician (HR) if you need help resetting your password.**

The Human Resource Technician (HR) will email the Search Chair a preliminary copy of the electronic job posting for their review/approval.

After the Search Chair confirms the posting is correct, the Human Resource Technician (HR) will forward the posting within PeopleAdmin for the Specialist, Talent Acquisition final review of the Position Description, Recruitment Strategy, and Search Committee membership to ensure compliance with Policy on Employee Recruitment, Selection, and Hiring, and these supporting procedures. If additional information is needed, HR will contact the Search Chair.

After HR final approval, the Human Resource Technician (HR) will post the vacancy on the University's employment website (jobs.uri.edu) and the posting will be open for applications.

**When the vacancy is posted on the University's employment website, the Human Resource Technician will send an email notifying the Search Chair the vacancy is posted and open for applications**. The email will include a Guest Username and Password for the search committee members to access the posting to review applications. The search committee Guest Username and Password combination is unique for each posting.

All applications must be submitted through the URI employment website: jobs.uri.edu

Upon completion of the online application, each applicant will receive an immediate electronic acknowledgment confirming successful application submission.

Once the posting is open to applications on the University's employment website, the Search Chair and committee members will receive an introductory email from the Specialist, Talent Acquisition (HR) who will be working with them throughout the search process.

#### 6.2.5 Implementing Paid Advertising

Once the vacancy is posted on the University's employment website, the Human Resource Technician (HR) will arrange for the paid advertisements as indicated on the Recruitment Strategy Form and the posting using the University's contracted advertising agency.

All advertisements, postings, and announcements will direct applicants to the University's employment website (jobs.uri.edu) where the applicant may create an account to apply for posted vacancies.

HR will take responsibility for implementing most of the paid external advertising, however, in some cases, Hiring Managers and Search Chairs may place paid advertisements directly with professional organizations or job boards that are not available to the University's contracted media buyer. The Human Resource Technician (HR) will communicate with the Search Chair if an advertising source is not available through the contracted media buyer.

The Human Resource Technician (HR) will notify the Search Chair of the total cost of advertising once the position is posted and the advertising is implemented.

#### 6.2.6 Conducting Outreach

The Search Chair is responsible for working with the Search Committee to ensure outreach activities identified on the Employee Recruitment Strategy Form are being carried out.

### 6.3 Non-Classified Staff Process Stage III: Evaluating Applicants

1. preparing to review applications;
2. reviewing applications to determine which applicants are qualified based on required qualifications identified in the position description;
3. selecting semi-finalist applicants to invite for interviews; and
4. submitting Master Applicant Rubric with request to interview.

### 6.3.1 Preparing to Review Applications

#### 6.3.1.1 Search Chair PeopleAdmin Login Credentials

The Search Chair user account provides the ability to view applications and update the status of the applicants.

#### 6.3.1.2 Search Committee PeopleAdmin Login Credentials

The Search Chair must provide search committee members with the Guest Username and Password that was provided by the Human Resource Technician (HR) when the vacancy was posted on the University's employment website. The search committee Guest Username and Password combination is unique for each posting. The search committee login credentials allow the committee members to view applications, however they will not have the ability to update the status of applicants.

Applications are accessed at: jobs.uri.edu/hr

#### 6.3.1.3 Review Important Topics with Search Committee

The Search Chair should review the following topics with the search committee:

- confidentiality of search process - information regarding applicants is to be kept confidential and discussed only among committee members, the Dean, and the Department Chair prior to any public presentations made by the applicant;
- Position Description and Required Qualifications which will determine which candidates are selected for interview;
- criteria for how qualifications listed in posting will be evaluated and rated;
- posting and applicant evaluation timeline;
- preliminary interview schedule;
- Toolkit for civil rights compliance considerations and guidance on evaluating applicants fairly; and
- Hiring Manager expectations regarding the approval of applicants selected for interview and how to present the candidate(s) recommended for hire.

### 6.3.2 Reviewing Applications

All search committee members should be actively involved in reviewing applications. The Search Chair must ensure all committee members have the information required to evaluate skills and qualifications fairly.

Search committee members conduct their review by completing an Applicant Evaluation Rubric to evaluate each application and supporting materials using the required and preferred qualifications identified in the posting as the evaluation criteria.

After the search committee has evaluated each applicant, the Search Chair completes a master Applicant Evaluation Rubric based on the consensus of the search committee's evaluation of the applicants. The master Applicant Evaluation Rubric documents who will be invited to schedule an interview, who will be placed on hold, and provides evidence to support the committee's decision-making process.

The comment section of the rubric should be used to designate who is requested for an interview or placed on hold and may be used to provide additional information to substantiate the evaluation of the required qualifications.

The Applicant Evaluation Rubric is available on the HR Employment/Recruitment website: uri.edu/hr/ncsearch_process/

Applicants chosen for interview cannot be lacking any required qualifications at the time of hire or as otherwise described in the Position Description.

An interview is not required for all qualified applicants, only those identified as most qualified.

Do not contact applicants to schedule interviews before receiving approval from the Hiring Manager and the Specialist, Talent Acquisition (HR). Contacting applicants before receiving approval may increase institutional risk and delay the search process.

The Specialist, Talent Acquisition (HR) must conduct a review of the candidates selected for interviews. At this time and throughout the search process, a Specialist, Talent Acquisition assigned to support you will monitor compliance with the Policy on Employee Recruitment, Selection, and Hiring, and these procedures, to ensure talent acquisition activities are being carried out in accordance with University policy.

### 6.3.3 Interview Pending

The Search Chair will indicate in PeopleAdmin (jobs.uri.edu/hr) which of the qualified applicants the committee has decided to interview, or perhaps interview later, by changing their status to "Interview Pending" or "Hold for Later Consideration."

For applicants not selected for interview or hold, the Search Chair indicates "Not Interviewed/Not Hired" and uses the "drop down" menu to select a specific non-select reason.

Please refer to Section 13. Navigating PeopleAdmin for further information.

Applications received after the first consideration date can remain with a status of "Under Review by Search Committee" if the committee has not reviewed them.

### 6.3.4 Request to Schedule Interviews – SUBMIT Applicant Evaluation Rubric

After the status of each applicant has been updated in PeopleAdmin, the Search Chair must submit a completed Applicant Evaluation Rubric via email to Robin Santini, Specialist, Talent Acquisition (HR) and the other Specialist, Talent Acquisition (HR) assigned to the posting (if applicable) requesting approval to schedule interviews. Please cc: Human Resource Technician (HR).

Each email regarding the posting must include the Job Posting Number (**SF#** ) and the title of the position in the subject line to enable the University to maintain proper records.

**The completed master Applicant Evaluation Rubric must be attached to the email to HR when requesting approval to schedule interviews.**

### 6.3.5 HR Talent Acquisition Review

The Specialist, Talent Acquisition (Robin Santini) (HR) will review the applicants regarding qualifications, interview status and union status.

A Specialist, Talent Acquisition will also review each applicant selected for an interview utilizing the completed applicant evaluation rubric, application materials, and PeopleAdmin reports available to HR and will contact the search chair via email to with questions if necessary.

The Talent Acquisition review ensures:

- the interview pool is reflective of the qualified applicant pool,
- the candidates selected for interview meet the required qualifications identified in the Job Posting, and
- none of the search committee members are listed as a reference for the candidates selected for interview or hold.

A Specialist, Talent Acquisition will contact the Search Chair to authorize interviews when the review concludes.

Federal and state laws prohibit discrimination against members of protected classes on the basis of:

*Race, color, national origin (including language), sex, sexual orientation, gender identity or expression, religion, disability, genetic information, age, pregnancy, and veteran status.*

Employment decisions may not be made with regard to protected status. For other civil rights considerations, review the Toolkit. Contact the Office of Equal Opportunity with questions.

**If immigration status is a factor for any of the applicants being considered for interview, please contact the Director, Personnel Services (HR) promptly.**

## 6.4 Non-Classified Staff Process Stage IV: Interviewing and Selecting Preferred Candidates

Interviewing and selecting preferred candidates consists of:

1. conducting interviews, and
2. determining which applicants best meet the required qualifications identified in the position description and the needs of the department.

### 6.4.1 Conducting Interviews

Structured interviews are required. It is very important to ensure your interviews are consistent across candidates. Ask the same questions of each candidate and document their responses. Each committee member should have notes regarding their evaluation of the candidates during the interview process.

All search committee members are expected to attend scheduled candidate interviews. Search Chairs should consider replacing committee members when consistent attendance presents a challenge.

When hosting candidate interviews, presentations, or forums, invite the same people/groups to meet with each candidate.

Please visit the HR website for additional information regarding tips for a successful interview process.

#### 6.4.1.1 Virtual Interviews

Preliminary virtual interviews are recommended to learn more about applicants before deciding who will move forward in the search process.

Preliminary interviews can help:

- assess the applicant's general communication skills;
- clarify items on the applicant's resume;
- gain insight to help narrow the interview pool; and
- enable a candid conversation with the applicant about salary.

Regardless of whether a candidate is local to the University or not, if the initial interviews are virtual, all initial interviews should be done virtually.

Virtual interviews must be conducted with the same privacy and professionalism as in-person interviews.

Create a Good First Impression for the Candidate

- Be prepared by reviewing the respective candidate materials prior to each interview.
- Communicate what to expect in advance (e.g., interview will be conducted by a committee, number of committee members, duration of the interview, how many questions will be asked).
- Be respectful of the candidate’s time by being punctual for interviews.
- Be professional and alert, show interest, and avoid using your cell phone.
- Use the time with the candidate to learn about the candidate’s skills and qualifications, and answer questions the candidate may have about the role and the University.

- Allow the interview questions to flow like a conversation, rather than an interrogation.
- Communicate the university's value as Rhode Island's land-grant institution and the unique attributes of the hiring college/department.
- Discuss the comprehensive employee benefit package.

Upon the applicant's request, the Hiring Manager or the Search Chair shall provide an applicant with the wage range for the position for which the applicant is interviewing.

#### 6.4.1.2 On-Campus Visits

The Hiring Manager shall determine when a campus visit, which may include additional interviews, presentation, or other elements may be appropriate. When a campus visit is part of the search process, it should be offered to all finalists. The structure of the campus visit must be consistent for each finalist. If a finalist is unable to travel, alternative arrangements may be made. The Hiring Manager in consultation with HR, must approve the alternate interview arrangements.

The on-campus interview process is an opportunity to promote the merits of joining the University as well as to evaluate the candidates' qualifications. Promotional materials are available on the HR website.

To take advantage of the limited time spent with the visiting applicants, be sure to have the time well-planned and confirm arrangements in advance.

Inform the applicant of the plans and expectations for their on-campus visit. When contacting the applicants to invite them for an on-campus visit, be sure to ask whether they will need accommodations. If meals are involved, inquire about dietary restrictions. Thank the candidates for bringing any needs to your attention.

If an open forum will take place, see the Toolkit for accessibility considerations.

##### 6.4.1.2.1 Non-Classified Staff Candidate Travel

Travel for candidates should be paid with funds available at the department/college/division level. HR does not arrange or reimburse hiring departments for candidate travel.

It is important to advise the candidates to retain all original itemized invoices, including boarding passes for flights/trains, hotel receipts, etc.

A mileage record should be maintained for those who use their personal vehicle to drive to the university. The mileage reimbursement rate for travel is established by the Rhode Island Department of Administration: https://controller.admin.ri.gov/central-accounts-payable/travel

The University is Tax Exempt. Please see the University Controller's website for tax exempt information:

https://web.uri.edu/controller/tax-exemption-certifications/

The interviewing department may recommend the use of the University-approved travel agent who will bill the university directly for airline and lodging reservations.

Only URI state employees may register with the University-approved travel agency, therefore, applicants traveling for an interview must have a URI state employee book their travel if using the University-approved travel agency.

Non-employees of the University, including but not limited to job applicants, incurring business related travel expenses are subject to the same travel guidelines as URI employees. These non-employees are not required to use the University-approved travel agency but will only be reimbursed for reasonable travel expenses as noted in the URI Travel Policy. Also, the travel budget must be addressed with the candidate if there are additional constraints on the cost of travel based on funds available at the department/college/division level.

#### 6.4.1.3 Reimbursing Candidates for Travel

The Department must advise the candidate to visit the Strategic Procurement Supplier Registration website to fill out and submit a Supplier Request Form which is required to receive a reimbursement payment from the University.

It is the responsibility of the candidate to provide the department or search committee with the associated travel receipts to enable the department to complete and submit an Invoice Voucher to cover the expenses.

The Department must prepare and approve an Invoice Voucher to initiate payment to the candidate. State regulations require that receipts for approved out-of-pocket travel expenses incurred by a candidate be itemized on the invoice voucher. The interviewing department must ensure the candidate provides all necessary information to facilitate travel expense reimbursement.

In accordance with the URI Travel Policy, meal expenses incurred by a candidate while traveling are eligible for per diem reimbursements. The per diem allowance covers meals and incidental expenses such as tips and gratuities, and travelers will not be reimbursed separately for these items. Candidates are not required to provide receipts for meal expenses to receive the per diem allowance.

Please note: The University does not cover expenses for other individuals traveling with the candidate.

Please visit the University Strategic Procurement website for the Invoice Voucher form and instructions.

##### 6.4.1.3.1 Expenses for Business Meals with Search Committee/University Stakeholders and Candidates

Meal expenses for a candidate and participating members of a search committee and/or other University stakeholders are the responsibility of the Hiring Department. Employee reimbursement is accomplished through the University Travel and Expense module . The University will not reimburse expenses for alcoholic beverages.

### 6.4.2 References and Background Checks

References may be contacted at any time before or after the interview process. The Search Chair is generally responsible for checking professional references supplied by the candidates, however, the Hiring Manager or another search committee member may do this at the request of the Search Chair. References may be checked for a slate of preferred candidates or a single preferred candidate. References that have been provided by the candidate may be contacted directly. If the Search Chair would like to contact someone outside of the provided list, they must get written permission from the candidate. The candidate may provide a list of people they prefer not to be contacted as a reference.

If an applicant receives a poor or inadequate reference, that non-select reason is available in the drop-down menu in PeopleAdmin.

The Office of HR conducts a national background screening, after an offer letter has been signed, but prior to the date of hire for all Employees of the University, regardless of position. The background check will include Social Security number verification, credentials verification, criminal history, and may include other specific checks given the nature of the position and its responsibilities (e.g., credit check, motor vehicle records check).

## 6.5 Non-Classified Staff Process Stage V: Hiring

Hiring consists of:

1. selecting the most qualified candidate based on qualifications and needs of the department;
2. making an offer of employment and negotiating an employment contract;
3. drafting and transmitting the appointment letter; and
4. completing the search process.

### 6.5.1 Selecting the Most Qualified Candidate

#### 6.5.1.1 Inform Hiring Manager of Committee's Recommendations

After interviews have been conducted, the search chair will provide the Hiring Manager with the committee's recommendations regarding who to offer the position. At the Hiring Manager's discretion, the recommendation may be for a single individual, or for a slate of preferred candidates.

**If the preferred candidate from any search is a foreign national or non-U.S. citizen, the Search Chair must promptly contact the Director of Personnel Services for guidance.**

#### 6.5.1.2 Recommended for Hire

Based on the Hiring Manager's selection/approval of the hiring recommendation, the Search Chair should update the successful candidate to Recommended for Hire in PeopleAdmin and inform the Assistant Vice President (HR) and Specialist, Talent Acquisition (HR) of the recommended hire via email. HR approval is not required for the recommended hire, however HR needs to be informed of the selection.

### 6.5.2 Making an Offer of Employment

**The Search Chair/Hiring Manager must communicate with the Director, Personnel Services (HR) to obtain approval for the salary before making a verbal offer to the candidate.**

The Hiring Manager may negotiate the inclusion of support for relocation or other one-time benefits when making an offer to prospective hires. Any such negotiated agreement must be in accordance with the Relocation Allowances Policy and Procedure or any University policy covering these benefits and must be documented in the Appointment Letter.

The Search Chair or Hiring Manager will make a verbal offer to the recommended hire. If the Hiring Manager makes the offer of employment, they should maintain communication with the Search Chair regarding the status of the offer.

The Search Chair should communicate with the Assistant Vice President (HR) and the Specialist, Talent Acquisition (HR) regarding the status of the offer of employment to facilitate completion of the Search Process.

### 6.5.3 Appointment Letters

Appointment Letters are to be prepared for all offers of employment, except for Casual Employees. Appointment Letters must include all terms and conditions of the hiring offer and shall be considered the entire agreement relative to that hire.

#### 6.5.3.1 Non-Classified Staff Positions

For Non-Classified Staff positions, once the Hiring Manager/Search Chair has an accepted verbal offer and agreed upon start date, they must communicate the details of the verbal offer to the Director, Personnel Services (HR), who will write the offer letter. Appointment letters must be signed by an Authorized Signatory within HR. HR will provide the Hiring Manager/Search Chair with the Appointment Letter to present to the preferred candidate, along with additional information regarding required new hire training.

#### 6.5.3.2 Academic Administrators

For academic administrators (e.g., Deans, Associate Deans, etc.), the Provost shall draft and sign the Appointment Letter for Assistant/Associate Provosts and Deans. The Dean shall draft and sign the Appointment Letter for Assistant/Associate Deans. In both instances, the Provost or Dean shall seek final approval of the Appointment Letter's terms from HR.

Signature Authority: All Appointment Letters must carry the signature of an Authorized Signatory (or their delegate) as described in the University policy on Approval and Execution of Contracts and Other Binding Documents**.**

A copy of the signed Appointment Letter should be returned to the Director, Personnel Services (HR) to be included in the new hire's personnel file.

### 6.5.4 Reasonable Accommodations

Qualified individuals with disabilities may request a workplace accommodation by contacting the Director of Personnel, HR.

### 6.5.5 Completing the Search Process

#### 6.5.5.1 Updating Applicants in PeopleAdmin

Once an offer is accepted, the recommended hire must be the only applicant remaining in the active workflow. Therefore, the Search Chair should update the remaining applicants' status by indicating the non-select reasons online in PeopleAdmin (jobs.uri.edu/hr). Please refer to Section 13.3 Faculty and Non-Classified Staff Non-Select Reasons.

#### 6.5.5.2 Closing the Posting

If a posting is open until filled, send an email to the Specialist, Talent Acquisition (HR) requesting the posting be closed to remove it from the University's employment website. The posting should be closed when (1) A signed Appointment Letter has been received from the Recommended Hire, or (2) The Search Committee is confident a successful candidate will be hired from the current applicant pool. Once the posting is closed, no additional applications will be accepted, however the search committee will still have access to review applications and the Search Chair will still have the ability to update applicants.

#### 6.5.5.3 Communicating with Interviewees Regarding Posting Filled

Once the University receives the Appointment Letter returned signed by the new the hire, the Search Chair is responsible for notifying the candidates who were interviewed but not selected to inform them they were not the successful candidate. These candidates will also receive a system generated email from PeopleAdmin when the posting is updated to "Filled" however it is important for the Search Chair to communicate with applicants who were interviewed via phone or email.

**No announcements should be made regarding the successful candidate until all other interviewees have been notified they were not selected.**

### 6.5.6 SUBMIT Interview Scoring Sheet or Interview Notes

The Search Chair must submit a copy of the committee's interview notes via email to the Specialist, Talent Acquisition (HR). Please submit notes from all interviews including initial virtual interviews. It is important to maintain these notes with our employment activity records. The notes may be handwritten and scanned, typed, or submitted on the optional Interview Scoring Sheet provided by HR.

### 6.5.7 Hiring New Employees through HR eCampus

As soon as the Department is in receipt of a signed Appointment Letter, an Employee Action Form (EAF) should be initiated by the Department in HR eCampus. A copy of the of Appointment Letter must be attached to the EAF.

Note: For HR reporting purposes, please indicate the job posting number (SF#) in the appropriate field provided on the EAF.

EAF instructions can be found on the HR Forms website under Employee Action Form Documentation: https://web.uri.edu/hr/forms/

When the EAF is fully approved in eCampus, HR will identify the search as "Filled" in PeopleAdmin, resulting in system -generated emails being sent to all applicants not selected for the position.

## 6.6 Non-Classified Staff Process Stage VI: Onboarding

Onboarding consists of

1. welcoming a new employee to the University,
2. introducing a new employee to the University's stucture, vision, mission, and values; and
3. enabling a new employee to be successful in their new position.

The onboarding experience should introduce a new employee to the team and help them create a connection to the University.

Documented guidelines are needed to implement a truly effective onboarding experience.

### 6.6.1 New Employee Packet

Once HR is in receipt of a signed offer letter, the new hire will receive a "New Employee Packet." HR will also schedule a meeting with the new employee to complete the required paperwork and to discuss employment benefits. Note: The New Employee Packet will inform applicants of the deadline to complete the online benefits enrollment on the State of Rhode Island Benefits website.

A Welcome memorandum will be included in the New Employee Packet to assist the new hire with completing forms, making decisions regarding benefits, and providing instructions regarding obtaining an employee id, setting up email, parking, mandatory training, as well as other important information.

Please direct new employees to the New Employee Information Website.

At this point, the applicant will receive an email from HireRight, the organization that conducts all background checks for University employees. The applicant will need to authorize the initiation of the background check request.

### 6.6.2 URI New Employee Orientation

The new hire will be contacted by HR with a date to attend an employee orientation, where new hires will meet employees from different departments and learn important information about working at the University.

### 6.6.3 Department Onboarding Plan

Colleges/Departments should develop an onboarding guideline that is specific to their unit to enable new employees to be successful.

The following list is an example of tasks that will help create a welcoming environment and fully functioning workspace:

- Check in with new employees to ensure they have visited the New Employee Information Website, completed all necessary HR forms and signed up for benefits;
- Schedule IT assistance with computer setup, printer access and phone set up;
- Email department to announce new hire, include start date and employee's role;
- Review work schedule, holidays, using vacation, personal, and sick time;
- Review policies and procedures;
- Issue keys as necessary for access to building(s);
- Develop a list of people the employee should get to know as they get started, include contact information;
- Set up meetings to establish the most important relationships;
- Provide an overview of the department and how their role fits within the organization;
- Arrange any relevant trainings as necessary;

- Add regularly scheduled meetings to employee's calendar as appropriate;
- Add employee to applicable email distribution lists;
- Develop a general workplan that includes time to learn about their role and consider breaking down the role into specific projects or functions; and
- Review workplan with new employee.

A sample Onboarding Checklist is available on the HR Non-Classified Recruitment Process website.

#### 6.6.3.1 New Employee Check-Ins

Managers should consider scheduling a formal check-in meeting with a new employee at the end of their first week to allow a planned time for reviewing progress on the workplan, answering questions, and updating the workplan to provide additional guidance as necessary.

## 6.7 Non-Classified Staff Process Stage VII: Post-Recruitment Evaluation

Post-Recruitment Evaluation consists of conducting a post-search survey.

### 6.7.1 Post-Search Survey of Search Chairs

HR will conduct a post-search survey of Search Chairs at the conclusion of each search to determine their perception of the Employee Recruitment, Selection and Hiring procedure and the outcome of the search. A post-search evaluation allows the University to determine if the procedure is being implemented successfully and identify areas for improvement.

# 7 Classified Staff Search Process

Position Descriptions for Classified Employee positions are controlled by the State of Rhode Island, Division of Human Resources, which is the official repository for all current Classified Position Descriptions.

The University does not draft, alter, or approve these Position Descriptions.

The Hiring Manager for Classified employee searches is responsible only for seeking budgetary approval to fill the position in question. Most searches for Classified positions are controlled by specific articles in the collective bargaining agreement associated with that position. The search process is centralized within HR, though members of the hiring department may serve on a screening committee if there are no lateral transfers to the position being filled.

A PAF and RF-1 may be required dependent on funding source and whether the position is new, vacant, or to be revised.

HR drafts and signs the Appointment Letter. Classified Employees are not required to countersign their Appointment Letter.

For instructions on how to fill a Classified position, please refer to:

https://web.uri.edu/hr/classified-recruitment-process/

## 8 Part-Time Faculty Hiring Process

Part-Time Faculty are instructional employees hired on a limited-term, per-course basis. The University does not use Position Descriptions for Part-Time Faculty. The specifics of these positions are described in an Appointment Letter, which must be signed by an Authorized Signatory or their official delegate.

Please refer to the Policy on Employee Recruitment, Selection, and Hiring Section 14. Casual Employees, Part-Time Faculty and Graduate Assistants.

No search is required to hire Part-Time Faculty, but their hire must be approved in writing by a Hiring Manager and will be reviewed by HR through the internal payroll process.

Please contact HR if a search is needed to fill a Part-Time Faculty position.

Please refer to the HR Internal Payroll Process which is documented in the URI Procedural Manual.

## 9 Postdoctoral Fellow Hiring Process

Postdoctoral Fellows are limited-term, Non-Union Non-Classified Staff. Please refer to the Non-Classified Search Procedure in Section 6 of this document.

**NOTE REGARDING POSITIONS FOR GRANTS**: If you would like to request a waiver of the search process for an individual who is a principal investigator or co-principal investigator, please proceed as follows:

Forward a written request to the Assistant Vice President (HR) or the Director, Personnel Services (HR) explaining the nature of the grant work and specifying the name(s) of the individual(s) identified in the grant as the PI or Co PI. Please attach the following to your request: copies of the pages from the approved grant proposal confirming the name(s) of the PI and/or Co-PI; a copy of the HR-approved position description; and the individual's resume. HR will be responsible for requesting approval from the appropriate union.

# 10 Graduate Assistant Hiring Process

Graduate Assistants hold positions contingent upon admittance to the University and their enrollment during the semester in which they are hired. Graduate Assistants do not have Position Descriptions however they receive an Appointment Letter or contract describing their roles.

Please refer to the Policy on Employee Recruitment, Selection and Hiring Section 14. Casual Employees, Part-Time Faculty, and Graduate Assistants.

Please refer to the Graduate School website for Hiring Department Resources.

# 11 Casual Employee Hiring Process

Casual Employees are defined as Limited-Term employees who provide services to the University on an intermittent or short-term, as needed basis, with a specified end date or specific period of employment.

The University does not use Position Descriptions for Casual Employee positions. Duties for Casual Employees are described on the Internal Payroll Employment Form (IP-1), which must be signed by the Employee.

Casual Employees are hired using the HR Internal Payroll Process which is documented in the URI Procedural Manual.

# 12 Concerns Regarding Employee Recruitment, Selection, and Hiring Policy and Procedures Compliance

Any individual who has concerns regarding whether a search is in compliance with the University Policy and Procedures for Recruitment, Selection and Hiring should contact Robin Santini, Specialist, Talent Acquisition (HR), Phone: 401.874.2456 Email: robin_santini@uri.edu.

# 13 Navigating PeopleAdmin

## 13.1 Search Chair Navigation

Contact the Human Resource Technician (HR) for assistance with accessing PeopleAdmin.

The Search Chair user account provides the ability to view applications and update the status of the applicants.

The Search Chair should follow the following instructions to view applicants.

1. To access the applicants, visit: [jobs.uri.edu/hr](jobs.uri.edu/hr)
2. Enter your Search Chair username and password
3. In the upper right corner of the screen, under "**User Group**" use the drop-down menu to select the "**Committee Chair**" role.
4. In the blue menu bar at the top of the screen, use the "**Postings**" drop down menu to select "**Faculty**" or "**Professional Staff Historical**" as applicable for the search you are chairing.
5. Select the appropriate position title from the list, and then select "**Applicants**" to view the applications.

To complete applicant status changes:

1. Select the box to the left of the applicant's name (You may select more than one name if the applicants are being changed to the same status.)
2. Just above the (Actions) column, in the red rectangular tab labeled "Actions" use the drop-down menu to select "Move in Workflow" which is in the section labeled "BULK".
3. Using the drop-down menus, select the appropriate workflow state for the applicant(s):
   - Not Interviewed Not Hired,
   - Interview Pending,
   - Hold for Later Consideration,
   - Interviewed, Recommended for Hire,
   - Interviewed Not Hired
4. If selecting Not Interviewed/Not hired or Interviewed/Not hired, you must choose a non-select reason from the drop-down menu.
   - If an applicant is Weak or Lacking in a required qualification, choose the appropriate required qualification number. For example, Lacks/Weak in RQ#1.
   - Do not use the generic "Did not meet minimum qualifications", which is for Classified postings only.
   - PeopleAdmin will only allow you to choose one non-select reason, however the applicant evaluation rubric and interview notes (as applicable) may contain additional reasons for non-selection.
   - Please see list of non-select reasons in the Non-Select Reasons section below.

## 13.2 Search Committee Navigation

The Search Chair must provide search committee members with the Guest Username and Password that was provided the Human Resource Technician (HR) when the vacancy was posted on the University's employment website. The search committee Guest Username and Password combination is unique for each posting. The search committee login credentials allow the committee members to view applications, however they will not have the ability to update the status of applicants.

## 13.3 Faculty and Non-Classified Staff Non-Select Reasons

- Lacks/weak in required qualification #1 through Lacks/weak in required qualification #20
- Qualifications not as strong as interview pending applicants.
- Candidate withdrew/Not interested in position
- Cannot meet applicant's salary request
- Application incomplete
- Application received after first consideration date
- Offered/accepted another position
- Offered/but refused position
- Poor/inadequate references
- Posting canceled
- Finalist not as strong as candidate hired
- Non-URI employee
- Deceased

Please contact Gail Henriques, Human Resource Technician (HR) if you need assistance with navigating PeopleAdmin. Phone: 401.874.4088 Email: ghenriques@uri.edu

## 14 Office of Human Resource Administration Contact Information

Policy on Employee Recruitment, Selection, and Hiring, relocation allowances, remote work agreements, Non-Classified Staff Position Descriptions, search waivers, reasonable accommodations, immigration, and appointment letters:
**Laura Kenerson, Director, Personnel Services**
Phone: 401.874.5271, R.I. Relay 711
Email: kenerson@uri.edu

Classification, compensation, and Non-Classified Position Descriptions:
**Diego Jones, Classification and Compensation Analyst**
Phone: 401.874.5269
Email: Diego_Jones@uri.edu

PeopleAdmin, initiating postings, and paid advertisement:
**Gail Henriques, Human Resource Technician**
Phone: 401.874.4088, R.I. Relay 711
Email: ghenriques@uri.edu

Procedures for the Policy on Employee Recruitment, Selection, and Hiring, Employee Recruitment, Selection, and Hiring Training, Faculty Position Descriptions, search committees, outside advertising waivers, internal posting approval, and approval for canceled/failed posting:
**Robin Santini, Specialist, Talent Acquisition**
Phone: 401.874.2456, R.I. Relay 711
Email: robin_santini@uri.edu

Classified Search Process, Non-Classified search process- positions Grade 9 and below:
**Karen Healey, Specialist, Talent Acquisition**
Phone: 401.874.5267, R.I. Relay 711
Email: karen_healey@uri.edu

and

**Jenna Visinho, Specialist, Talent Acquisition**
Phone: 401.874.2317, R.I. Relay 711
Email: jvisinho@uri.edu

Internal Payroll Process – Part-Time Faculty, Casual Employees, and Graduate Assistants:
**Nicole Gildersleeve, Coordinator, Internal Payroll Systems**
Phone: 401.874.2365, R.I. Relay 711
Email: ngildersleeve@uri.edu