

*Appendix A*

**Vermont State Colleges  
And  
Castleton State College  
Equal Opportunity, Posting, and Hiring Guidelines**

## VERMONT STATE COLLEGES

### **EQUAL OPPORTUNITY GUIDELINES**

#### AWARENESS - VSC POLICY AND LEGAL REQUIREMENTS

- ♦ Personnel procedures and practices shall conform with the principles of the VSC NON-DISCRIMINATION AND EQUAL OPPORTUNITY STATEMENT and they shall comply with all VSC personnel policies and procedures and collective bargaining agreements with unionized employees. The legal requirements of the following laws must also be met:

Title VII. The Equal Employment Opportunity Act

Prohibits discrimination because of race, color, religion, sex or national origin in all employment practices.

Title VI. Civil Rights Act of 1964

Prohibits discrimination in all programs or activities receiving federal financial assistance.

Title IX. Education Amendments of 1972

Prohibits discrimination on basis of sex in any education program or activity receiving federal financial assistance.

Age Discrimination in Employment Act of 1967

Prohibits discrimination on the basis of age in all terms and conditions of employment.

Americans with Disabilities Act (ADA) of 1990

Prohibits discrimination against people with disabilities in employment and in public services, public and private transportation, public accommodations and telecommunications services.

- ♦ The academic dean and the director of human resources will promote the practices that address nondiscrimination and equal opportunity for recruiting, interviewing, hiring, retention, professional development, and promotion. The director of human resources and the VSC Director of Human Resources will be responsible for providing technical assistance to administrators in the activities listed above.
- ♦ Preservation of records is an important part of all employment functions. The EEOC (Equal Employment Opportunity Commission) stipulates timelines which must be followed for retaining records. Job applications, resumes and other employment inquiries in response to ads and records regarding failure or refusal to hire must be kept by the personnel office for one year.

## ***CSC Non-discrimination and Equal Opportunity Statement***

Every member of Castleton State College should work to ensure non-discriminatory processes and practices with faculty, staff, and students.

Qualified students are recruited for, admitted to, and participate in all college programs without discrimination on the basis of *race, color, sex, sexual orientation, religion, creed, national origin, age, veteran status, or disability*. CSC will provide reasonable accommodations to create equal opportunity for students with known disabilities.

Faculty, administrators, and staff are employed without discrimination on the basis of *race, color, sex, sexual orientation, religion, creed, national origin, age, veteran status, or disability* unrelated to job requirements. CSC will provide reasonable accommodations to the known disability of an otherwise qualified applicant or employee.

Additionally, CSC will engage in affirmative efforts to recruit, admit, and support students and to recruit, employ, and support employees in order to achieve the diversity that advances the educational mission.

Castleton State College complies with state and federal laws related to equal opportunity and non-discrimination.

***Any questions or complaints about potential or perceived discrimination in violation of any state or federal law should be directed to:***

- ◆ ***Director of Human Resources, Woodruff Hall, (802) 468-1208;***
- ◆ ***The Vermont State Colleges Office of the Chancellor in Waterbury, (802) 241-2520;***
- ◆ ***The Vermont Office of the Attorney General in Montpelier, or the Equal Opportunity Employment Commission in Boston, MA.***

Please contact the Assistant Dean for Campus Life or the Director of Human Resources if auxiliary aid or service is needed to apply for admission or employment, respectively.

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## **GOOD EMPLOYMENT PRACTICES FOR EQUAL OPPORTUNITY AND DIVERSITY**

### **RECRUITMENT, HIRING, PROMOTION AND RETENTION**

The VSC seeks to ensure that its hiring practices are based on the principles of “equal opportunity.” As such, the VSC seeks to hire and maintain a workforce based on equal opportunity while striving to promote diversity among its employees. The following good practices should be emphasized:

- ♦ When vacancies occur, review the position description. Ensure that the posting and/or advertisement focuses on the essential skills, experience, education, and other factors you plan to utilize to make your hiring recommendation.
- ♦ Prepare advertisements that are clear and complete. Follow the VSC policies for posting and advertising timelines. Include a statement about the VSC equal opportunity/diversity commitment in all postings and advertisements.
- ♦ Using available resources, when appropriate utilize innovative methods to advertise and recruit for a wide range of applicants;
  - Advertise in a range of publications to focus on diverse areas and audiences;
  - Identify and communicate with outside resources to establish a variety of avenues for locating and cross-referring qualified applicants. Contact people who might refer qualified candidates.

### **HIRING**

- ♦ Interview planning is necessary to prepare all members of interviewing and hiring committees. Several important steps should be emphasized.
  - If a committee is utilized, it should be comprised of a representative group of employees. Diversity in composition is a key ingredient to a successful search committee.
  - The same general questions and the same screening techniques should be used with all candidates to be certain all applicants are treated equally, consistently and fairly. Inquiries regarding age, marital status, sexual orientation, race or ancestry, handicapping conditions and other personal information are prohibited. Interviewers will be informed by the director of human resources about allowable questions that may be asked during the search process.

- Interview questions related to the position should be based upon the position description criteria. Trait/quality/characteristics, if required, should be included in the posting and advertisement of the position. All interviews for the same position should be consistent with respect to the types of questions that are asked.
- ♦ Review the applicant pool to eliminate unqualified candidates according to the published criteria and to arrive at a group of finalists. The committee should be able to provide a rationale for hiring or not hiring candidates that is nondiscriminatory and tied to the criteria for the position. If the college has a preference to hire a qualified candidate that would help diversify the department or the college, that may be taken into consideration during the decision-making process.
- ♦ Reference checking should be done in-depth and within the legal limits on the sources and uses of information. Be clear about the difference between checking references for factual information and character-related information. Not investigating references and not verifying pertinent information such as education and previous employment is as much a risk as improper investigation of reference information.
- ♦ Selection for hiring should be made by striving to hire the candidate that best meets the published criteria.
- ♦ It is important to extend support and sensitivity to candidates throughout the search process; for example, there should be communication to candidates about their status during the course of the search. Confidentiality should be emphasized to all search committee participants. Reasonable accommodations should be offered and provided for persons with disabilities.

#### PROMOTION AND RETENTION

- ♦ In order to increase retention of able employees and to promote the advancement of qualified personnel, employees are encouraged to apply for other positions within the college and VSC for which they are qualified.
- ♦ Employees who apply for other positions within the VSC should be treated like other candidates in all regards, especially equal opportunity.

## VSC PERSONNEL PROCEDURES AND GUIDELINES

### VACANCIES AND NEW POSITIONS, POSTING AND ADVERTISING

- A. Vacancies may occur when an employee resigns, retires or is terminated from a position. New positions may also occur when a department receives approval to increase the number of faculty members. The college may take the following actions when a vacancy occurs:
1. The college can post the position and hire a new employee to fill the position according to the previous position description;
  2. The college may leave the position vacant for a short time or even permanently. No action is required in this event;
  3. The college may choose to revise the position—it may be submitted for classification review while vacant or in some cases if the changes do not require a change in classification, just the title or some job duties may be changed. This should be done in cooperation with the director of human resources in the Office of the Chancellor; the director will, in turn, negotiate the terms of any job description changes with the VSC-VSCFF;
  4. There are some situations where a position may be left vacant and another employee (within the department) may have his/her position reclassified to assume the former position duties. This is a form of promotion and it should be done with careful consultation and consideration for the proper procedures so that it does not involve unfair labor practices.
- B. Posting is the required step that takes place before a vacant or newly created position may be filled. For the VSC, posting means placing notification of an employment opening as a replacement or for a new position on bulletin boards at each VSC institution. The VSC has various requirements for posting positions according to the Staff and Faculty Federation Agreements and the administrative employee Handbook. These must be followed. These references should be reviewed by the person handling college postings. For a quick reference, see the VSC Posting and Hiring Guidelines.
1. Postings should contain basic information such as the title, VSC classification grade, qualifications, basic duties, and application procedures. Much of this information may be taken directly from the position description. Salary information, posting requirements or practices and some other details may differ for each employment category. Benefits information is optional, but some reference to the benefits package is helpful. The posting should include application procedures and timelines for hiring. All postings should state at the bottom “Castleton State College is an equal opportunity employer.”
  2. Temporary positions do not require posting according to the Agreements or Handbook, but it is good practice to post such positions in the same manner as regular positions. The Agreements’ and Handbook’s definitions should be checked to be sure duration of

employment, hours of work, and other criteria for temporary positions are consistent with requirements. Adjunct faculty positions have some particular requirements.

3. Due to the importance of postings, the director of human resources will assist in the preparation of the posting and will ensure that all guidelines are followed. The director of human resources will also ensure that postings be sent to the Federation Officers, and all regular position postings must be sent to all VSC colleges and the Office of the Chancellor to be posted on official bulletin boards.
4. The EEOC (Equal Employment Opportunity Commission) requires that job postings (along with all applications for employment) be kept for one year. The director of human resources will maintain this collective file. Preserved postings also serve as good references for preparing new postings.

C. Advertising in newspapers and periodicals is normally done as a choice at the discretion of the college. Each institution may decide what their budget may allow and how important advertising is to the process of attracting viable candidates. Information contained in advertisements is somewhat more liberal. However, some basic VSC practices should be followed, for example the college ordinarily does not list salaries for faculty positions. Discussion regarding salary is normally done via the telephone.

The electronic age has opened up computer networks as a wonderful form of “free” advertising. The word of caution may be to be aware of the extensive audience and the volume of applications that may result!

### PERSONNEL POSTING AND HIRING GUIDELINES

	<b>Faculty</b>
<b><i>Posting Positions</i></b>	Positions must be posted for <b>fifteen days</b> before hiring. Advertising and external posting can be done immediately and concurrent with internal posting.
<b><i>Date of Hiring</i></b>	No restrictions as long as the position is posted internally for fifteen days prior to hiring. If no closing date is indicated, there are no restrictions. Safe language is “We will accept applications until the position is filled.”
<b><i>Position Notice Information</i></b>	Notices <b>should not give actual salary amounts</b> , but may indicate the salary range based on the salary schedule. Duties, educational qualifications, responsibilities, and application procedures should be included.
<b><i>Other Requirements</i></b>	Transfer and classification are covered under ARTICLE 13. Layoff is covered under ARTICLE 17 (VSC and Faculty Federation Agreement).

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All position openings will be posted on official bulletin boards at each college. Each college shall send notices to the Chancellor’s Office and other VSC institutions. “Internal posting” means all VSC institutions.