



## **Rowan College of South Jersey**

Administrative Procedure: 7411

### **EMPLOYMENT PRACTICES (RECRUITMENT THROUGH POST-EMPLOYMENT)**

The purpose of this administrative procedure is to provide a comprehensive framework for Rowan College of South Jersey's ("College") employment practices that specifically cover the following phases of recruitment through post-employment:

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All personnel activities will be in accordance with applicable state and federal statutes, and meet affirmative action/equal opportunity requirements.

In the event these administrative procedures are in conflict with a collective bargaining agreement, the collective bargaining agreement governs.

## **I. GENERAL PROVISIONS (Non-represented Employees)**

- All appointments and changes in status must be recommended by the President and approved by the Board of Trustees.
- The initial contract period for a new employee will be from the hiring date through June 30<sup>th</sup>. However, the President may choose to recommend the Board of Trustees offer an employee on or after March 1<sup>st</sup>, a contract extending through June 30<sup>th</sup> of the following year.
- The contract period of employees covered under grant funds may coincide with the period of the grant.
- The College endeavors to hire employees with the appropriate combination of academic credentials and experience. Qualified candidates from diverse backgrounds are welcomed and encouraged to apply.
- HR will maintain all approved job descriptions.
- Represented employees are to refer to their respective collective bargaining agreement.

## **II. RECRUITMENT**

### **Opening a Search**

- In order to fill a vacant position or open a new position, a personnel requisition must be completed online through NEOGOV. Upon the electronic approval by the divisional Vice President, the Executive Director of Finance, and President, the Human Resources (“HR”) Department will review the request in order to continue the recruitment process.

Upon approval, HR will:

- Prepare a position advertisement;
- E-mail the advertisement to the College community;
- Ensure the position opening is posted on the College’s website; and
- Make arrangements for external advertising, if applicable.

## Recruitment Process

- HR will oversee the recruitment process for all personnel positions. HR is charged with the responsibility to advertise all employment opportunities to ensure that a sufficient and appropriately diverse candidate pool is reflected for position consideration.
- All recruitment efforts will be in collaboration with the Diversity and Equity, Affirmative Action, and Title IX Office (“Title IX Office”). The Special Assistant to the President Diversity and Equity/Title IX (“Title IX Officer”) will review documentation to confirm efforts have been taken to attract applicants from diverse backgrounds for each position. Once the application period expires, the Title IX Office will appraise the applicant pool for evidence of diversity. The College will undertake the following to ensure a qualified and diverse pool of applicants is available:
  - 1) *Internal Posting* – A vacancy announcement will be prepared for each position. A copy of the announcement will be e-mailed to the College community and made available in HR. If the position is required to be posted internally only, the posting will be for five days. If no internal candidates apply, HR will work with the Office of Diversity and Equity to determine where the position will be advertised per the collective bargaining agreements.
  - 2) *External Posting* - Each full-time position may be externally advertised. The breadth and distribution of the advertisement may depend on the specific position.

In the event the pool of applicants is not sufficiently diverse, the Title IX Officer, with Presidential approval, may extend the application deadline to widen the scope of the search.

All applications must be received or postmarked no later than the application closing date to be considered. Applications received after the closing date may not be considered for the applicant pool.

## Review of Candidates

Screening Committee –HR department and Title IX office will confer with the department in which the vacancy exists and HR will establish the composition of screening committee membership. The committee should be composed of a diverse group of individuals. The committee will include individuals from the department in which the vacancy exists and may include individuals from outside the department. The size of the screening committee will vary depending on the position to be filled, but in no circumstances are there to be less than two members.

Role of the Screening Committee Chair – The committee chair provides leadership and manages the screening process to ensure it is efficient, effective, and accountable. A screening committee chair will be appointed by the Vice President or his/her designee. For a faculty position, the President or designee will select the appropriate faculty member to chair and lead the screening committee. In all other vacancies, the direct supervisor of the vacant position will lead the screening committee.

Role of Screening Committee Member - Screening Committee members will participate in the screening and interviewing of selected candidates and evaluate each applicant's file, participate in all committee activities, and meet established deadlines for the selection process.

Screening of Applicants - The Screening Committee will receive its charge from the Committee Chair. HR and Affirmative Action will, also, meet with the committee to review the rules and regulations regarding interviewing.

Each committee member will be provided with a copy of the job description and the advertisement. The Committee Chair must ensure that committee members fully understand the responsibilities and requirements of the position and the qualifications required. The Screening Committee will evaluate each candidate based on job-related criteria.

HR will conduct the initial screening of applications and resumes to determine if the candidates meet the minimum criteria for the position. Accurate record keeping with the reasons(s) for rejection of a candidate must be maintained by the committee for reporting purposes to HR.

### **Candidate Selection**

After all interviews have been conducted, the Screening Committee will forward its recommendation of the top two (2) candidates to the appropriate Vice President or his/her designee.

The Vice President or his/her designee may choose to conduct interviews of the top two (2) candidate finalists.

The President will, after review of the Vice President's (or designee's) recommendation, inform HR of his/her recommendation for the position.

### **Conditional Offer of Employment**

Upon recommendation of authorization from the President, HR will contact the successful candidate and offer him/her the position.

- A starting salary within the first quartile may be offered to the successful candidate based upon relevant experience, professional and educational qualifications deemed necessary for the position.
- Any starting salary in excess of the first quartile must be approved by the President.
- A starting salary may not be higher than the most recent candidates' starting salary with the same or similar classifications or qualifications unless approved by the President.

The successful candidate will be informed that the offer is contingent upon approval of the Board of Trustees, a pre-employment physical, if required by the position, criminal history and sex/violent offender checks, and additional motor vehicle and record checks as necessary based on appointment requirements (see Policy and Administrative Procedure *7401 Background Checks and Self-Disclosure of Criminal Arrests and/or Convictions*).

If the employment offer is **not** accepted by the candidate, the President may consult with the appropriate Vice President and decide to:

- Make the employment offer to the next qualified candidate; or
- Ask the screening committee to identify additional candidates; or
- Reopen the search.

### **Appointment**

All appointments must be recommended by the President and approved by the Board of Trustees. Upon approval of the Board of Trustees, HR will:

- Notify the successful candidate in writing of the appointment.
- Notify other candidates that a selection has been made; and
- Retain the employee hiring file and begin an employee file for the successful candidate
- Retain all applications, interview material and committee documentation with the position file in applicant tracking system.
- Notify Payroll, IT, facilities and any other offices, as appropriate, regarding the new hire.

### **III. ORIENTATION AND TRAINING**

All salaried (exempt) employees will serve a six (6) month orientation period in their new position. All hourly employees (non-exempt) will serve a 90-day orientation period in their new position.

During this time the employee will be considered an at-will employee. In the event the employee's work performance does not meet expectations, a performance improvement plan will

be implemented. At the end of the performance improvement plan a determination will be made regarding further employment.

Orientation programs and training assist staff in understanding expectations, institutional values, and culture to the College. As an ongoing process, orientation begins during recruitment and continues as needed throughout the individual's employment.

The HR department supports this process with an orientation program for new employees. Both general and job-specific orientations should be conducted within the first few days on the job, if possible. The general orientation will include, but not limited to the following elements:

- Brief history of the College;
- Overview of policies and procedures;
- Review of employee pay (including mandatory Direct Deposit), vacation, sick leave, and benefits package;
- Review of mandatory new hire training;
- Review of general safety rules;
- New employee processing; and
- A tour of the College

In addition to the general College orientation, each supervisor/manager will conduct a departmental orientation with more specific information on employment expectations.

#### **IV. EMPLOYEE PERFORMANCE APPRAISAL (EPA)**

##### **Employee Performance Appraisal**

The College utilizes performance appraisals that are designed to encourage excellence, recognize distinguished service, and reflect best practices in making judgments that affect its employees. The HR department oversees the performance appraisal process and is responsible for training new supervisors.

There are three distinct employee populations that are appraised:

- Administrative and Full/Part-time Staff
- Full time Faculty (Tenured and Non-Tenured)
- Adjunct Teaching Staff

##### **Administrative and Full/Part-time Staff**

Each employee should receive a performance appraisal from his/her supervisor using the Performance Appraisal Form by December 30<sup>th</sup> reflecting the previous 12 month performance.

### Adjunct Faculty

There are two instruments used to evaluate adjuncts: an administrative observation (Faculty Observational Report) during the first two (2) academic years and an anonymous student evaluation during each academic semester (IDEA Survey).

The administrative observation will be coordinated by the Office of the Vice President and Provost. Adjunct faculty will be contacted by email regarding the observation schedule.

A copy of the results of the student survey will be shared with the employee. An appointment with the academic dean may be made to discuss the evaluation results.

## **V. JOB REASSIGNMENT, TRANSFER, OR ACADEMIC RANK**

### **Job Reassignment/Change of Scope**

A reassignment is a change in job responsibility and/or to a different position. The change may be temporary or permanent. A reassignment may occur if the change is initiated due to reorganization of the department or College.

### **Transfer**

A transfer is a lateral move to another position within the same salary range. A transfer will be based on the operational needs of the College and the employee's qualifications. Transfers can depend on factors such as vacancies, hardship, medical considerations, and other special conditions. Transfers can occur voluntarily or involuntarily.

### Procedures

- An employee can request a transfer with their supervisor or HR department. The request must be in writing. HR informs the employee of the change; and
- The employee's new salary will be contingent on years of service and qualifications. If qualified, the employee will be compensated the first quartile of the salary band.

### **Academic Rank**

Requests for a change in rank (bestowing faculty rank where none existed) may be granted to the President, academic Vice President, or academic deans by the Board of Trustees. Assignment of faculty rank for the academic Vice President or academic deans will be made upon recommendation of the President and will be in accordance with the NJEA Faculty Association contract. Recommendations are to be submitted to the President by October 1<sup>st</sup> in the academic year preceding the effective date of the proposed faculty rank assignment.

The President will present such requests to the Board of Trustees for consideration at the November meeting in the academic year preceding the effective date of the faculty rank assignment.

### **Other Adjustments**

All adjustments must include justification and must be approved by HR, the President, and the Board of Trustees prior to any salary commitment.

### **Exiting the College**

Upon leaving the College, the following will be provided:

- Exit Interview
- COBRA paperwork
- Any additional payout amounts communicated
- Assistance with question regarding next steps (if applicable)

### **Terminations**

Discharge from service with the College will be guided by the seriousness and/or frequency of the offense(s) as outlined in policy, *7009 Employee Conduct and Work Rules* and its corresponding administrative procedure.

### **Job Abandonment**

Any employee who is absent from work without prior notice or authorization and who fails to contact his/her supervisor or Human Resources for three consecutive days is considered to have voluntarily resigned his/her position as of the next business day, i.e., the fourth day of unreported absence.

If the employee is unable to contact his/her supervisor for any absence, the employee should ask a representative to do so on their behalf. If the employee or a representative is unable to contact his/her supervisor due to extreme circumstances (such as medical emergency or natural disaster that prohibits the employee or his/her representative to contact someone within three days) the employee or his/her representative must contact the employee's supervisor or Human Resources representative to explain the situation.

## **VI. EMPLOYEE RECOGNITION AND RETIREE PRIVILEGES**

### **Employee Recognition**

#### Additional Degree Awards

The Board of Trustees encourages its employees to pursue educational opportunities for professional growth and potential advancement.



To recognize the achievement of those who attain additional degrees, the Board will provide a one-time base salary adjustment per degree prorated and effective upon presentation of each attained degree to the HR office while an employee of the College. It is the responsibility of the employee to provide documentation of the conferred degree.

The following incentives are offered:

- Associate's Degree - \$250 to base salary
- Bachelor's Degree - \$500 to base salary
- Master's Degree - \$1,000 to base salary
- Doctoral degrees - \$1,500 to base salary

### Service Awards/Retiree Recognition

The College recognizes dedicated service and the value of the skill, knowledge, and judgment gained through years of experience. To honor this service, the President and Office of HR will host an annual reception in October to coincide with the College's Professional Development Day.

Faculty, regular full-time, and regular part-time employees who have completed 5 years of employment and every five years thereafter (10, 15, 20, 25 years of service, etc.) as calculated from hire date to date of the event, will be honored.

Additionally, retirees will be recognized at the College's Professional Development Day.

Gifts appropriate to the length of service will be presented.

### Teaching Awards

- Distinguished Teaching Award
  - Criteria are established by the Academic Services Division
  - Awarded to one full-time faculty member annually
  - In the year the Lindback Distinguished Teaching Award is given, the Lindback award will serve in place of the Distinguished Teaching Award.
  - No monetary award is dispersed for the Distinguished Teaching Award
  - Nominations are made from the faculty, staff, and students using the forms distributed by the Academic Services Division
  - Selection of the recipient is made by the Dean's Cabinet utilizing a standard rubric
  - The award is presented at commencement
- Adjunct of the Year
  - Criteria are established by the Academic Services Division
  - Awarded annually to an adjunct faculty member
  - No monetary award is dispersed for the Adjunct of the Year Award
  - Nominations are made from the faculty, staff, and students using the forms distributed by the Academic Services Division

- Selection of the recipient is made by the Dean’s Cabinet utilizing a standard rubric
- The award is presented at commencement
  
- Lindback Distinguished Teaching Award
  - Criteria is established by the Lindback Foundation
  - Awarded once every three (3) years
  - Monetary award as determined by the Lindback Foundation
  - Selection committee comprised of past four (4) Lindback Distinguished Teaching Award winners who select nominees and from those nominees, determines the recipient
  - The award is presented at commencement

## **Privileges for Emeritus Status and Retirees**

### Emeritus Status and Definitions

Each year, the College confers the title *Emeritus* on qualified academic/administrative faculty and administrative personnel who have been recommended through a department-based process. Emeritus status is an honor conferred by the College’s Board of Trustees to acknowledge a distinguished career.

For purposes of this procedure to determine emeritus status, the following definitions will be applied:

- *Academic Faculty* – Academic department chairpersons and full-time teaching faculty, including librarians with faculty status.
  
- *Administrative Faculty* - Faculty members whose basic responsibilities lie outside of the classroom who have not been designated as Academic Faculty.
  
- *Administrative Personnel* - Administrative personnel whose basic responsibilities lie outside of the classroom who have held a concurrent senior administrative title of Dean, Executive Director, Vice President, or President.

### Nomination Procedure

Nominations for emeritus status must be initiated within two years following retirement. The title *Posthumous Emeritus* may also be awarded to academic and administrative faculty or administrative personnel who die before retiring. Nominations must be initiated within two years following death.

Nominations for emeritus status may be made by a current or recently retired/resigned faculty member. The candidate for emeritus status (or, in the case of *Posthumous Emeritus*, the nominator) will seek the endorsement of his/her division.

1. Each nominee for emeritus status must have been a full-time academic faculty, administrative faculty or administrative personnel at the College for at least 25 years and must have demonstrated exemplary teaching, administrative faculty, or administrative personnel performance. The nomination form must be submitted to the Vice President and Provost, who will then establish an ad hoc committee consisting of one representative from each academic division. The committee shall be established each fall.
2. The nomination form must contain a substantive narrative addressing how the nominee qualifies for emeritus status and address the following:
  - a. Exemplary professional accomplishments;
  - b. Leadership roles at the College;
  - c. Exemplary classroom teaching;
  - d. Professional growth and development; and
  - e. Other significant College contributions.

It is recognized that in the case of an administrative faculty or administrative personnel, classroom teaching experience may not be a large part of the nomination materials.

3. The committee will elect a chair and review the nomination materials. A written recommendation will be provided to the Vice President and Provost, who, if the nomination is approved, forwards a memorandum to the President.
4. The President will make the final decision on the emeritus status nomination, and the Board of Trustees will make the final determination of granting emeritus status.
  - For ***Academic Faculty***, the nomination for emeritus status must include:
    1. A nomination letter that includes a substantive narrative addressing how the nominee qualifies for emeritus status. The nomination letter should refer to specific evidence of the nominee's qualifications. Although the application need not include the materials themselves, evidence such as publications, awards, and acknowledgements of outstanding service is to be cited in sufficient detail.
    2. Letters of commendations or other special recognition.
    3. A rebuttal, by the nominee or nominator, to an unfavorable assessment by the department/unit.
    4. Summary reports of recent student evaluations.<sup>1</sup>

<sup>1</sup>Note: Consent of the nominee is needed for student evaluations.

- For ***Administrative Faculty or Administrative Personnel***, the nomination must include:
  1. A nomination letter that includes a substantive narrative addressing how the nominee qualifies for emeritus status. The nomination letter should refer to specific evidence of the nominee's qualifications. Although the application need not include the

- materials themselves, evidence such as publications, awards, and acknowledgements of outstanding service is to be cited in sufficient detail.
2. Copies of most recent performance reviews.<sup>2</sup>
  3. Letters of commendation or other special recognition.
  4. A rebuttal, by the nominee or nominator, to an unfavorable assessment by the department.

<sup>2</sup>*Note:* Consent of the nominee is needed for performance reviews.

The committee reserves the right to request clarification from the department/division and to request additional information from the nominator and/or nominee.

Nominations for emeritus, or posthumous emeritus status, with supporting evidence for the above criteria must be in the office of the appropriate dean/vice president by the last workday of the fall semester.

#### Emeritus Status Privileges

1. Receive a certificate of the Board of Trustees' resolution that confers emeritus status;
2. Retain faculty/staff parking privileges;
3. Accorded the faculty/staff discount at the College bookstore;
4. Issued an Emeritus I.D. card;
5. Retain College email account privileges, upon request.
6. Retain College library privileges;
7. Retain privileges to use the College's fitness center;
8. Invited to teach (see *Emeritus Faculty Teaching* section below) up to 6 credits/contact hours per academic year, but not more as a part-time instructor;
9. Afforded other courtesies and privileges deemed appropriate by the Vice President and Provost;
10. Recipient will be recognized on a published College Emeriti listing;
11. Invited as needed to serve as an ambassador for the College at mutually agreed upon events; and
12. Emeritus Faculty Teaching: Emeritus faculty will be paid at a rate<sup>3</sup> established by the Office of the Vice President of Academic Services. An Emeritus Faculty will teach no more than 6 credits/contact hours per academic year.

<sup>3</sup>[(Full-time rate – adjunct rate)/2] + adjunct

Retiree Privileges

In recognition that retirees may desire to continue their association with the College and participate in educational and social activities; the following privileges are afforded to employees retiring after ten or more years of service.

1. Retain faculty/staff parking privileges;
2. Retain College email account privileges, upon request;
3. Retain College library privileges;
4. Retain privileges to use the College's fitness center; and
5. Waiver of tuition and course fees to College sponsored credit and non-credit courses on a space available basis.

Area: Human Resources  
Approved: 07/01/19

President's Authorization:



References:

Rowan College of South Jersey Board of Trustees Policy Manual *7009 Employee Conduct and Work Rules, 7401 Background Checks and Self-Disclosure of Criminal Arrests and/or Convictions, 7411 Employee Practices (Recruitment through Post-Employment)*

Rowan College of South Jersey Administrative Procedures *7009 Employee Conduct and Work Rules and 7401 Background Checks and Self-Disclosure of Criminal Arrests and/or Convictions*

Administrative Procedure: 7411 Employment Practices