

**EQUAL OPPORTUNITY GUIDELINES FOR
RECRUITMENT AND HIRING OF FACULTY,
ADMINISTRATORS AND STAFF
THE PEOPLE CENTER**

POLICY STATEMENT

Champlain College affirms its commitment to providing equal opportunity in employment for qualified persons. The College hires employees and makes employment decisions without regard to race, creed, color, national origin, place of birth, ancestry, religion, age, sexual orientation, sex, gender identity, veteran or military service status, HIV-positive status, qualified disability, or any other status to the extent protected, and as defined by, applicable law. These guidelines are intended to assist hiring managers in developing a diverse pool of qualified candidates and to help identify candidates who complement the College's ability to achieve the goals and initiatives outlined in the 2020 strategic plan.

SECTION I PURPOSE OF THE POLICY

Champlain College identified five strategic goals that are critical for achieving the College's 2020 vision. The fifth of these goals is "Champlain College will be an Inclusive and Diverse Community." The goal states that "Champlain will increase diversity through deliberate, thoughtful recruitment of students and employees." Specifically, we will "improve our effectiveness in and commitment to recruiting, hiring and retaining qualified diverse faculty and staff."

Hiring managers and the vice presidents to whom they report have responsibility for achieving this goal. The People Center's role is to support the recruitment of staff, administrators and faculty at Champlain College and to assist with our efforts to recruit and retain a diverse workforce by means of guiding and assisting hiring authorities. Strategies for accomplishing this goal are dynamic and require campus-wide commitment.

SECTION II ELIGIBILITY PROVISION

This procedure applies to "regular" staff and faculty positions. It does not apply to positions held by students.



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SECTION III DEFINITIONS

Applicant: An individual who applies for a current regular faculty or staff position for which Champlain College is recruiting.

Search Committees: Individuals appointed to assist the hiring authority in identifying qualified candidates for open staff or faculty positions.

Hiring Authority: The individual in charge of the final hiring decision.

Minority applicant: For the purpose of this procedure only, "minority applicant" is an individual who has selected one of the following categories when asked to self-identify their race/ethnicity status during the online application process:

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|--------------------------------------|---|
| -Hispanic or Latino | -Black or African American |
| -Asian | -American Indian or Alaska Native |
| -Native Hawaiian or Pacific Islander | -Two or More Races (Not Hispanic or Latino) |

SECTION IV PROCEDURE

Recruiting Strategy

The Sr. Recruiter will meet with the hiring authority and search committee (if a search committee is appointed) to write the job posting, develops a recruiting strategy for the position and identifies selection criteria. Job postings and selection criteria will include competencies needed to support the achievement of the College's strategic plan, including competencies needed to support an inclusive and diverse community. Recruiting strategies developed by hiring managers/authorities, the Sr. Recruiter, and, if applicable, search committee members, will target qualified applicants who most likely will have the skills and competencies needed to be successful in the position. Strategies should include steps designed to ensure that qualified applicants from under-represented racial/ethnic groups are made aware of Champlain College's faculty and staff job openings.

Following the application deadline, the Sr. Recruiter will review the applicant pool to determine the percentage of applicants who have self-identified their race/ethnicity as a minority. If fewer than 20% of applicants who self-identified their race/ethnicity, identify their race/ethnicity as minority, the Sr. Recruiter will review U.S. 2010 census data to determine representation of applicants in the relevant workforce (regional or national workforce depending on the market from which we recruit). If representation of minority applicants is below availability (based on U.S. census data), the application deadline will be extended and additional recruiting efforts will be made to attract racially and ethnically diverse candidates to apply to the position.

Selection Criteria

The hiring authority and/or search committee will develop a list of required and preferred criteria based on job requirements and competencies needed to achieve the College's strategic vision. Selection criteria will be reviewed by the appropriate Dean (for faculty



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searches) or The People Center (for staff searches) to ensure that criteria include competencies related to diversity and intercultural understanding, to the extent practical given the position at issue. Each candidate will be evaluated against the criteria and a record of evaluations will be maintained either in the applicant tracking system or in a matrix that will be maintained with the search file for the position (maintained by The People Center). The hiring authority or search committee chair will place each candidate into one of three folders in the applicant tracking system (Interview Exchange): "Phone Interview" "Maybe" and "No", as a result of the evaluation against criteria.

In-Depth Pool Review

Once all applicants have been placed in these folders, the Sr. Recruiter will provide the hiring authority (and search committee chair) the following information:

Diversity make-up of total applicant pool (based on applicants' self-identified information)

Diversity make-up of applicant pool in "Phone Interview" folder

Diversity make-up of applicant pool in the "Phone Interview" and "Maybe" folders combined

Government agencies have adopted a rule of thumb under which they will generally consider any group's selection rate that is less than four-fifths (4/5ths) or 80 percent of the selection rate for the group with the highest selection rate as a substantially different rate of selection. The College is not choosing to apply this rule of thumb literally to drive decision-making in its recruitment and hiring process, but its use may suggest the need for a more in-depth review of the applicant pool, as discussed below.

If the selection rate indicates that the 80% guideline is not met, the hiring authority and/or search committee will review the selection criteria and may also re-consider candidates in the "Maybe" folder. The objective of this review is to ensure that qualified, minority candidates are considered for faculty and staff positions. Hiring authorities and search committees may proceed with a search without meeting the 80% guideline for the "yes" candidate pool once the selection process has been reviewed by the Vice President, People and Technology and the Vice President of the hiring department, and it has been determined the recruitment process and selection criteria have been inclusive of minority candidates, and the evaluation of all candidates against the criteria has been consistent for all candidates.

Candidate Interviews

All candidates interviewed on campus should be provided with information about Champlain College's diversity initiatives and should be provided with the opportunity to meet with the Sr. Director of the Office of Diversity and Inclusion.

POLICY ADHERENCE

The College President is the responsible authority for this procedure. Any exceptions to this procedure must be approved by the President.



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SECTION VI CONTACT

Questions related to the interpretation of this procedure should be directed to the Vice President People and Technology or the Sr. Recruiter in the People Center.

The above is a summary only. Always refer to the applicable plan documents, policies or guides before making final decisions. The People Center's policies and procedures are updated on an as-needed basis. As such, the College reserves the right to alter, amend or suspend the terms of this policy at its sole discretion; please refer to the policies posted on The People Center website for the most current version. This policy does not constitute an employment contract.

