



THE RECRUITMENT PROCESS for Regular and Contingent Staff

**Bowie State University
Office of Human Resources**

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Employment

Bowie State University values its employees. In that regard, we are committed to the recruitment and retention of qualified faculty and staff to ensure that we continue to meet the mission of the University including educating, equipping and preparing our students for life.

The current recruitment process is conducted manually, but the Office of Human Resources (OHR) will soon migrate to an electronic, paperless recruitment system. This system will require applicants to apply online and will provide a better tracking and reporting system than what currently exists.

The Civil Rights Act of 1964, Americans with Disabilities Act, Equal Employment Act and other such laws require that the recruitment process be conducted in a fair and equitable manner for all applicants. To ensure that we have adhered to the standards established by law and policies, documentation must be maintained for each recruitment conducted by the employing supervisor or search committee chairperson. The BSU Recruitment Guide is provided to equip supervisors to navigate through the process in accordance with the policies and laws. Failure to do so may have far-reaching legal implications for the University and the supervisor maybe personally held liable.

This document is subject to the Memorandum of Understanding (MOU) for the Bargaining Unit employees.

NOTE: Although this Guide has minor reference to Faculty recruitment, it is designed to be a document for the recruitment of staff.



General Instruction on Hiring A New Employee

The employment process begins with a vacant position for which the supervisor wants staffed. In such case, the incumbent must have submitted a letter of resignation or must otherwise, have vacated the position before the supervisor is able to move forward with staffing. The employing supervisor should examine whether the position is to be staffed at the current level or at another level or classification.

Obtaining Approvals

All approvals must be obtained before the supervisor may proceed with the Recruitment process. The approvals are necessary to determine whether the University agrees that the continued staffing of the position is in keeping with the mission and goals of the University. During fiscally critical periods, additional approvals may be necessary (e.g. Hiring Justification Form) for the staffing of certain level positions. The approval process must include signatures from the Dean/Department Head; the Vice President or Provost; the Director or Associate Director of Budget; Vice President for Administration and Finance; President; and the Senior Director of Human Resources.

Typically, the approvals will be completed in two days; however, obstacles to the process will affect the rapidity with which approvals are obtained. Several examples of what could delay the hiring process include: incomplete forms; insufficient funds or incorrect budget ID numbers; the position is still occupied and no resignation notice attached; signatures not obtained from the previous level supervisor; the employee working without a contract; and failure to attach a job description.



Forms to Complete

- **Regular Personnel Requisition**-All faculty and staff positions will require the completion and approval of the Regular Personnel Requisition Form before the position can be staffed. Included on the form is the Position Number which can be obtained from the Departmental Budget Head, Budget Office or the Office of Human Resources. If the position currently does not have a Position Number, approval of such must be through appropriate channels by the Vice President/Provost.
- **Job Description**-In order that the supervisors, Budget and Human Resources can determine whether we are paying the proper salary and to determine the level of position being staffed, a job description must be completed with each requisition. Even though there may be a job description previously submitted, a description must be submitted with each new requisition to ensure that the supervisor has reviewed the job requirements, including the knowledge, skills and abilities (KSAs). An accurate job description enhances the advertisement and posting process to attract the most qualified applicants.
- **Hiring Justification Form**-It will only be necessary to complete this form when the University has instituted a Hiring Freeze because of the fiscal situation at the institution, USM and/or State level. At such times, only critical positions are approved. The Hiring Justification Form must be approved **before** the Personnel Requisition (Regular or Contingent) form is submitted so that a determination can be made regarding whether the position is deemed to be critical. For this reason, supervisors are asked to submit the forms separately. It should be noted that the process is lengthened when a Hiring Freeze is declared and the Justification form process is put in place.



Advertising the Position

After the approved forms and job description are received and reviewed in the Office of Human Resources, the Employment Team members will draft a posting to be placed on the Bowie State University Website and an ad for placement in the newspaper if deemed to be appropriate. The posting and ad are sent to the employing supervisor or designee for review and approval prior to placing it in the advertising source (e.g., *Chronicle of Higher Education*, *Nursing Spectrum*, *The Washington Post*, *APPA* and *HigherEdJobs.com*).

The advertisement for vacant positions is critical to the recruitment process. If the job description does not indicate correct requirements for the position, then the ad and posting will be incorrect, thus attracting unqualified applicants. Further, supervisors will not be able to correct the erroneous posting unless the position is re-advertised which could take time and money.

The Personnel Requisition should indicate the areas where the supervisor wants the position to be advertised. If the supervisor wants the position to be advertised only on-campus such must be done for a minimum of ten (10) days. Other positions should receive broader advertisement, e.g., Director of Alumni Affairs.

Position Type	On Campus Website (Free)	Newspaper or Chronicle of Higher Education (\$\$)	Higheredjobs.com, Maryland Workforce Exchange (Free)
Admin Asst	X		X
Dir. of Research	X	X	X
Faculty	X	X	X

Considerable thought should be given to advertising positions. If the supervisor determines that the position should only be advertised on campus, but later wants a broad-base advertisement, then time is lost and will impact the length of the recruitment.

The department budget will be charged for the ad, after prior approval is received. The Office of Human Resources will charge the cost of the ad on its credit card. When the invoice is received, the fee for the ad is charged to the employing supervisor's budget. Should monies not be available in the Office of Human Resources, the appropriate department must pay for the ad through a purchase order or through a credit card.



Screening Resumes

The Office of Human Resources will advertise positions 10 days before the initial screening. Additional advertising may be requested or recommended. Within 5 days after the closing date, the supervisor can expect to receive a screening log and resumes of applicants that best meet the requirements for the position. If supervisors have a particular type of skill they are seeking, such should be communicated to the Office of Human Resources as early in the recruitment process as possible to avoid delays.

Testing will be done as appropriate for applicants. Currently, Skill Assessment tests are conducted for Administrative Assistant positions. Applicants who pass the Skill Assessment tests and otherwise meet the qualifications of the position will be forwarded to the employing supervisor.

Along with the resumes, supervisors will receive an interview package which includes forms that should be reviewed and completed by the employing supervisors and/or the search committee chair. The forms should be returned in a package to the Office of Human Resources at the conclusion of the interviews and Recruitment Process.

Forms included in the package are:

- Resume Screening Form
- Interview questions and rating sheet
- Reference forms
- Employment application if not already completed
- Recommendation for Hire (Only OHR extends job offers to the Staff)

Briefings on the Recruitment Process will be conducted for supervisors who are unfamiliar to the process.



Conducting the Interview (within 10 days of submission of resumes to department)

Interviews must be conducted in a fair and consistent manner for each recruitment. Prior to conducting the candidate interviews, job-related interview questions must be developed and submitted to the Office of Human Resources for review. These questions may be developed by the supervisor or the search committee members, whichever is appropriate.

For position vacancies at the level of Director or above, a search committee is required. See “Employment Procedures for Administrators” (Appendix A-2) and “Employment Procedures for Faculty.” (Appendix A-3)

For other Exempt positions, lower than Director level, and Nonexempt positions, search committees are not required but still may be utilized. The employing supervisor and/or search committee must conduct employment interviews in accordance with established guidelines.

Keep in mind the following for the interview:

- Only candidates who applied for the position through the Office of Human Resources should be interviewed. Resumes that were sent directly to you must be submitted to OHR for review and screening; otherwise, the supervisor is in violation of the process.
- Contact the candidates who were submitted to you by the Office of Human Resources for an interview; otherwise, supervisors should indicate in writing why the candidates were rejected.
- If the hiring department elects not to interview an applicant who meets the minimum qualifications, the hiring department must document the reason(s) on the Applicant Evaluation Form. The reasons must be directly related to an applicant’s inability to satisfy the job criteria indicated in the position posting.
- Allow adequate time for the candidates to prepare for the interview. More desired results occur when you provide at least a week’s notice to the candidates when scheduling the interviews.
- Advise the candidates of what is expected when they come in for the interview, e.g., meeting with search committee, tour of campus, meeting with the President, etc.
- Confirm interview by e-mail or send written communication.
- Maintain confidentiality.



Search Committee Process

The search committee is expected to interview the candidates for the position. In addition, when the committee is initially formed, a chair of the search committee is identified by the employing supervisor. The composition of the search committee is determined by the employment procedures for faculty and the procedures for administrators. See *Policy on Recruitment and Selection of Administrators* (Appendix A-2) and the *Search Procedures and Policies for Appointment of Faculty* (Appendix A-3).

The search committee is expected to draft the interview questions, screen the resumes of the qualified applications, evaluate the candidates, and provide feedback for the recommendation for hire. The responsibilities of the committee will vary according to the charge given to the committee by the President, Vice President or supervisor.

In some instances, committee members may be required to revise job descriptions; draft the ad/job postings; schedule interviews; suggest changes in the interview process (e.g., mocked teaching assignment; development of writing assignments, and telephone interviews).

The committee members are expected to maintain confidentiality.

Recommendations for Hire/Extending Job Offers (within 48 hours)

The employing supervisor must complete the Recommendation for Hire form which includes the candidates interviewed for the position, their gender, race and ethnicity. The form should be signed by the appropriate Vice President or Provost. The approved form, along with the interview forms and resumes, should then be forwarded to the Office of Human Resources so that a job offer can be extended by the Senior Director of Human Resources or designee.

The Office of Human Resources typically does not extend job offers for the positions of Vice President, Dean or Faculty. Those position job offers are extended as follows:

Vice President-The President or designee extends the job offer for the Vice President and Provost.

Dean-The Provost or designee extends the job offer for the Academic Deans.

Faculty-The Provost or designee extends the job offer to the Faculty member.



New Hire Orientation

The Office of Human Resources completes the Offer letter for staff level positions. The Office of the President in consultation with the Office of Human Resources completes the Offer Letter for the Vice Presidents. All new employees are contacted for New Hire Orientation. That information is included in the Offer Letters generated by OHR. The Office of Human Resources will also include the information in PeopleSoft for the Staff/Faculty Directory which is maintained by the Department of Information Technology (DIT).

Computer Access-PeopleSoft

The Department must complete a PeopleSoft Security form and send it to DIT so that faculty and staff may have computer access including:

- Academic Advising
- Blackboard
- Financials

The Office of Human Resources will process the necessary data in PeopleSoft for Web Time and the Staff Directory. DIT will provide the access for the employee.

Detailed Hiring for Regular Staff

Requisition Process

When a replacement or additional Regular full-time employee is needed, a Regular Personnel Request Form must be completed and approved.

Identify Hiring Need

- The Hiring Department Manager completes Parts I, II, III, and IV of the Request to Hire Regular Faculty and Staff Requisition Form (see Appendix A-7).
- Ensures the requisition has the appropriate signatures.
- Completes a job description to accompany requisition.
- Forwards requisition to Office of Human Resources Employment staff.

Requisition Approval

- Requisition is reviewed for completeness and assigned the appropriate job and title codes. The Office of Human Resources (OHR) verifies Position Number, funds availability, salary/grade, and necessary signatures.
- Job description is reviewed and, if necessary, changes and suggestions are made.
- Regular positions that are grant funded must be reviewed and approved by the Grants Compliance Manager and Grants Accounting. Grant account numbers generally begin with a prefix of 4 or 5. After approval by Grants Compliance Manager and Grants Accounting, the Requisition is submitted back to the Office of Human Resources.



Advertising Positions

- After approval of the Requisition, a Position Announcement is drafted and forwarded to the department for review. If the position is to be placed in the newspaper, an ad which is a shorter version of the position announcement is also drafted.
- Position Announcement is returned to the Office of Human Resources for final review and, if necessary, changes are made in consultation with the supervisor and the position is advertised.
- Supervisors indicate on the Requisition form where the position should be advertised.
- Position Announcement/Ad is advertised with one or more as follows:
 - BSU Website
 - State agencies and departments both on and off campus
 - Newspaper(s), journal(s) or periodicals
 - Other sources
- Vacancies must be posted on campus for a minimum of ten (10) days. Off-campus advertisement is for a minimum of 10 days.

All Exempt Positions must be advertised off campus at all University System of Maryland Institutions.

(see page 19)



Regular Position Selection Process

Resumes Received

- Resumes are date-stamped and logged into an Access tracking database.
- Applicants are sent an acknowledgement card.
- Resumes are filed in the open requisition folder corresponding to the vacant position until closing date.

The above actions occur approximately 24 hours of receipt.

Resumes Screened

- The resumes are screened for minimum requirements and are logged in an Excel Applicant Screening spreadsheet.
- The resumes of applicants who meet minimum qualification are referred to the hiring department, along with the Applicant Screening Sheet. A more stringent screening may be necessary for an overwhelming response to the advertised position.
- The above actions occur approximately five (5) days from position closing date.

Resumes Submitted to Hiring Department

- The Employment Team forwards the Employment Packet including the applicant pool to the hiring department.
- Employment Packet includes:
 1. The resumes of all applicants that met the minimum qualifications
 2. The Screening Log
 3. A copy of the Position Announcement/ad
 4. Employment Applications for completion by the candidate interviewed if not already completed
 5. Interview Packet (see Appendix A-10 through A-14)

Scheduling the Interviews

- The Vice President or Department Head will designate a chairperson and search committee members for the purpose of identifying, interviewing and recommending the leading candidates. A search committee is required at the level of Director and above.
- Interview questions **must** be submitted to the Office of Human Resources for approval before candidates are interviewed.
- The hiring department is responsible for contacting the candidates and scheduling interviews.
- If the hiring department elects not to interview an applicant who meets the minimum qualifications, the reason(s) must be documented on the Applicant Evaluation Form. The reasons must be directly related to an applicant's inability to satisfy the job criteria stated in the position posting/ad.
- All applicants interviewed for a position must complete an Employment Application if not previously done.

Approval to Hire

- Hiring decisions must be based on qualifications, the interview, and reference checks.
- The hiring department is responsible for conducting at least two reference checks for the selected candidate.
- A *Request for Offer of Employment* (see Appendix A-11) must be submitted to the Office of Human Resources with all supporting documentation.
- The *Request for Offer of Employment* must be approved by the Vice President/Provost and President when appropriate.

The above action should occur within approximately 15 days of receiving the resumes from Human Resources.

Extending Offers

- An offer of employment should only be extended by the Office of Human Resources. Offers of employment for Faculty, Dean, Vice President level positions are not generally made by OHR.
- If the offer is accepted, an offer letter is generated by the Office of Human Resources and signed by the Senior Director of Human Resources.
- OHR representative, supervisor, and the successful candidate agree on a start date and the date for new hire orientation. OHR signs the offer letter and forwards it to the candidate. A copy is sent to the employing supervisor.

Extending Offers (cont'd)

- If the offer is not accepted, the Office of Human Resources will confer with the employing supervisor to discuss revised offer.
- The Office of Human Resources negotiates counter-salary offer, and advises the hiring department of the candidate's final decision.
- The Office of Human Resources in consultation with the supervisor determines the salary for the second candidate when the job offer is rejected by the leading candidate.

The above actions occur approximately 48 hours following receipt of *Request for Offer of Employment* (Appendix A-11) from the department.

File Close-Out

Turndown letters are mailed to all interviewed candidates.

The file is reviewed for completeness to ensure the following are included:

1. Recommendation For Hire
2. Copy of ad
3. Requisition Form
4. Signed offer letter
5. References
6. Resumes and applications for interviewed applicants
7. Resumes and copies of turndown letters for unsuccessful candidates

The above actions occur approximately 24 hours of acceptance of offer.



Establishing New Hire Personnel File

A personnel file for new employee is established for Regular Employees and it must include the following:

1. Signed Offer Letter
2. Completed Employment Application
3. Resume with References
4. Data Sheet
5. Job Description
6. Skill Assessment test (if appropriate)

The above actions occur approximately 24 hours of acceptance of offer.



Contractual Employment

Overview

Contingent I (including Student Workers) and Contingent II

Contractual employment may be utilized to supplement staffing needs for short-term or long-term periods. Such needs could include vacation coverage, staffing deficiencies, turnover, and workload increases. Contractual employment consists of two different categories which include: Contingent I (including Student Workers) and Contingent II. The following information will help guide you through the staffing process as it relates to hiring contractual employees.

Contingent I (no benefits)

A Contingent I employee works full-time for six-months or less. The assignment can be renewed up to one year. If the Contingent I assignment is part-time or intermittent, the assignment can be for a six-month period but can be renewed indefinitely. Selection is done at the departmental level. Any contract amendments or renewals must be processed through the Office of Human Resources. See page 16 for Contingent I hiring process.

Student Workers Hired on Contingent I Contracts

This is sponsored student employment outside of the College Work-Study Program.

Contingent II (modified benefits)

Contingent II employees are hired for a year in duration. The contract may be renewed up to three years; after which, the position must be converted to a Regular position. The Contingent II position must be advertised and the recruitment process must be followed. Contingent II staff members receive some benefits but not at the level received by Regular employees. See page 18 for Contingent II hiring process.

Hiring Detail—Contingent I

Requisition Process

- A *Request for Non-Faculty Contingent Personnel* (Appendix A-8) form must be completed and approved.

Identify Hiring Need-Hiring manager or designee

- Completes Parts I and II of the *Request for Non-Faculty Contingent Personnel Requisition Form*.
- Ensures the requisition has the appropriate signatures.
- Completes a job description to accompany the requisition.
- Forwards requisition to the Office of Human Resources.

Requisition Approval and Processing-OHR

- The Office of Human Resources reviews the requisition for completeness and assigns the appropriate job and title codes. Verification of the salary/grade and contract maximum is reviewed and revised if appropriate. Necessary signatures are confirmed. Supervisors are copied on revisions.
- Contingent I employees are paid hourly with the exception of coaches, who are paid on a daily rate.
- Undergraduate students are limited to working 20 hours per week, graduate assistants are limited to 30 hours per week.
- The Employment Team reviews requisitions to ensure those individuals with multiple contracts do not exceed the allowable hours per week.
- Salary levels for Contingent I employees must be consistent with the USM Salary Structure for Exempt and Nonexempt employees. (See Appendix A-4 and Appendix A-5)
- Student workers salary levels must be consistent with Student Salary Structure. (See Appendix A-6)
- Individuals appointed on a contingent basis must meet the minimum qualifications for the classification or title to which the appointment is made.

Requisition Approval and Processing (cont'd)

- Student rates generally range from minimum wage (\$7.25 at this time) to approximately \$9.00 per hour. The rate can be higher depending on the nature of the position and sufficient justification.
- Exempt and Nonexempt employees are paid according to the USM pay scale.
- The Employment Team for Contractual Employment reviews the job description and recommends necessary changes.
- Contingent contracts that are grant-funded must be reviewed and approved by Grants Manager and Grants Accounting. Grant account numbers generally begin with a prefix of 4 or 5.
- Grant-funded positions do not require Budget approval.

Hiring a Contingent I

- After the contract has been generated, the Office of Human Resources for Contractual Employment contacts the hiring supervisors by phone or e-mail, advising them to send the Contingent employees to the Office of Human Resources to sign their contract immediately. (**Note: Contingent workers must not begin employment prior to signing the contract.**)
- The supervisor contacts the Contingent I employee to begin working at the University **after** all paperwork is processed, a contract is generated by OHR and the contract is signed by the employee.

Hiring Detail—Contingent II

Requisition Process

- Contingent II positions are subjected to the Recruitment Process. These positions are granted limited benefits, e.g. medical, annual/sick leave, and Tuition Remission for employees at Bowie State University.
- A *Request for Non-Faculty Contingent Personnel* form must be completed and approved.

Identifying Hiring Need

- The employing supervisor completes Parts I, II and III of the *Request for Non-Faculty Personnel Requisition* form.
- Ensures the requisition has the appropriate signatures.
- Completes a job description to accompany requisition.
- Forwards requisition to the Office of Human Resources.

Requisition Approval

- The Employment Team reviews the requisition for completeness and assigns the appropriate job code and title codes. Verification of the salary/grade and contract maximum is made and the necessary signatures are confirmed.
- Contingent employees are paid hourly with the exception of coaches, who are paid on a daily rate.
- The Employment Team reviews the job description and recommends changes if necessary.
- Contingent contracts that are grant-funded must be reviewed and approved by the Grants Manager and Grants Accounting. Grant account numbers generally begin with a prefix of 4 or 5. When approval has been given by the Grants Manager and Grants Accounting, the requisitions are returned to the Employment Team with approval signature for processing. Grand-funded positions do not require Budget approval.

Requisition Approval (cont'd)

- Salary levels for Contingent II employees must be consistent with the USM Salary Structure for Exempt and Nonexempt employees. (See Appendix A-4 and Appendix A-5)
- Individuals appointed on a contingent basis must meet the minimum qualifications for the classification or title to which the appointment is made.

Advertising Positions

- Contingent II positions must be advertised.
- After approval of the Requisition, a Position Announcement is drafted and forwarded to the department for review. If the position is to be placed in the newspaper, an ad which is a shorter version of the position announcement is also drafted.
- Position Announcement is returned to the Office of Human Resources for final review and, if necessary, changes are made in consultation with the supervisor and the position is advertised.
- Supervisors indicate on the Requisition form where the position should be advertised.
- Position Announcement/ad is advertised with one or more as follows:
 - BSU Website
 - State agencies and departments both on and off campus
 - Newspaper(s), journal(s) or periodicals
 - Other sources
- Vacancies must be posted on campus for a minimum of ten (10) days. Off-campus advertisement is for a minimum of 10 days.

All Exempt Positions must be advertised off campus at all University System of Maryland Institutions.

Contingent II Selection Process

Resumes Received

- Resumes are date-stamped and logged into an Access tracking database.
- Applicants are sent an acknowledgement card.
- Resumes are filed in the open requisition folder corresponding to the vacant position until the closing date.
- The Employment Team periodically monitors the resumes and communicates insufficient pools to supervisors.
- The above actions occur approximately 24 hours of receipt.

Resumes Screened

- The resumes screened for minimum requirements are logged on an Excel Applicant Screening spreadsheet.
- The resumes of applicants who meet minimum requirements are referred to the hiring department, along with the Applicant Screening Sheet. A more stringent screening may be necessary for an overwhelming response to the advertised position.
- The above actions occur approximately five (5) days from position closing date.

Resumes Submitted to Hiring Department

- The Employment Team forwards the Employment Packet including the applicant pool to the hiring department.
- Employment Packet includes:
 1. The resumes of all applicants that met the minimum qualifications
 2. The Screening Log
 3. A copy of the Position Announcement/ad
 4. Employment Applications for completion by the candidates interviewed if not already completed
 5. Interview Packet (see Appendix A-10 through A-14)

Interviewing

- The hiring department will designate a chairperson to form a search committee for the purpose of identifying, interviewing and recommending the successful candidate. The search committee is required at the level of Director and above.
- Interview questions **must** be submitted to the Office of Human Resources for approval before candidates are interviewed.
- The hiring department is responsible for contacting the candidates and scheduling interviews.
- All applicants interviewed for a position **must** complete an Employment Application if not previously done.
- If hiring department elects not to interview an applicant who meets the minimum qualifications, the hiring department must document the reason(s) on the Applicant Evaluation Form (see Appendix A-10). The reasons must be directly related to an applicant's inability to satisfy the job criteria stated in the position posting.
- The above action should occur within approximately 10 days.

Approval to Hire

- All hiring decisions must be based on qualifications, the interview, and reference checks.
- The hiring department is responsible for conducting reference checks for the selected candidate. (See Appendix A-14)
- A *Request for Offer of Employment* must be submitted to the Human Resources with all supporting documentation.
- The *Request for Offer of Employment* must be approved by the Vice President/Provost and President when appropriate.

The above actions should occur within approximately 15 days of receiving the resumes from OHR.

Extending Job Offers

- An offer of employment for staff positions should only be extended by the Office of Human Resources.
- The Vice President/Provost or President, as appropriate, must approve a successful candidate and the recommended salary.
- OHR will contact the successful candidate to offer the position.
- If the offer is accepted, an offer letter is generated by the Office of Human Resources and signed by the Senior Director of Human Resources.
- OHR representative, supervisor, and the successful candidate agree on a start date, and new hire orientation date. OHR signs the offer letter and forwards it to the candidate. A copy is sent to the employing supervisor.
- OHR will confer with the employing supervisor to discuss revised offer if the offer is not accepted.
- OHR negotiates counter-salary offer, and advises the department of the candidate's final decision.
- The Office of Human Resources in consultation with the hiring supervisor determines the salary for the second candidate when the job offer is rejected by the leading candidate.

The above actions occur within approximately 48 hours following receipt of *Request for Offer of Employment* from the department.

File Close-Out

- Turndown letters are mailed to all unsuccessful candidates.
- The file is reviewed for completeness to ensure the following are included:
 1. Recommendation for Hire
 2. Copy of ad
 3. Requisition Form
 4. Signed offer letter
 5. References
 6. Resumes and applications of those interviewed
 7. Resumes and copies of turndown letters for unsuccessful candidates

The above actions occur within approximately 24 hours of acceptance of job offer.

Establishing New Hire Personnel File

A personnel file for new employees is established for new Contingent II employees and it must include the following:

1. Signed offer letter
2. Completed Employment Application
3. Resume with References
4. Data Sheet
5. Skill Assessment test (if appropriate for position)

The above actions occur within approximately 72 hours of acceptance of offer.

Benefits

Contingent employees receive state-mandated benefits which include unemployment insurance, social security, state and federal tax withholdings, workers' compensation and overtime pay in accordance with the Fair Labor Standards Act (FLSA) for non-exempt positions.

Contingent II

In addition to the above, other benefits may be made available only for Contingent II employees. These benefits include but are not limited to annual, sick and holiday leave, health insurance (stipend), and tuition remission. Contingent II employees may not participate in the Maryland State Retirement Pension Systems, Optional Retirement Program (ORP), and University grievance procedures. The stipend for benefits is the responsibility of the employing department which is currently a minimum of \$2,500. Leave benefits are earned bi-weekly. Upon termination of the contract, the employee shall be paid for any accrued but unused Annual leave and holidays. Annual and sick leave balances may be carried over with each contract; however, annual leave may not exceed 10 days for carryover. Please note: In an election year, 12 holidays will be observed.

Leave Type	Exempt	Non-exempt
Annual Leave	10	5
Sick Leave	10	10
Administrative Leave	3	3
Holidays	11	11



Web Time

Department supervisors must ensure the accurate recording, approval and timely submissions of web time for contingent employees. Supervisors must approve employee's time in order for them to be paid. The BSU Payroll Office establishes the intervals for electronic submission of timesheets and/or verification for payroll. Currently timesheets are due at the end of every pay period by 11:00 a.m.

Termination

A 10-day written notice must be provided by either the employee or the supervisor to terminate the contractual employment agreement. With the approval of the Senior Director of Human Resources, contractual employees may be terminated for cause at any time regardless of the term specified in the contract or the 10 day notice provision provided for in the contract. Just cause may include, but is not limited to, incompetence, insubordination, inefficiency, disloyalty, failure to perform assigned duties, conviction of a criminal offense, or permanent or chronic disability that seriously affects the essential elements of the job. Contractual employees may not use BSU or University System of Maryland grievance policies and procedures. Disputes shall be referred to the Senior Director of Human Resources or designee for resolution.



Employment Laws

Employment Laws

Today, more than ever, employment laws play a crucial role in the recruitment process. Increased litigation over the past several years has made it imperative that employers adhere to the law when recruiting to fill vacant positions within their organization. The following is an overview of several laws that are prominent in the employment process.

Fair Labor Standards Act (FLSA) 1938

The FLSA applies to all 50 states, plus Washington, DC, Puerto Rico, the Virgin Islands, Outer Continental Shelf Lands, American Samoa, Wake Island, Eniwetok Atoll, and Johnston Island.

- FLSA provisions cover the following:
- Minimum Wages
- Overtime Pay
- Child Labor restrictions and
- Equal pay for equal work regardless of gender

Employee Polygraph Protection Act of 1988

- The EPPA of 1998 prohibits the use of all lie detectors except the polygraph. The law only permits certain employers to request applicants to take a polygraph test.
- The EPPA does not preempt state laws that are more restrictive. For this reason, it is important to note the following:
 - “Under Maryland law, an employer may not require or demand any applicant for employment or prospective employment or any employee to submit to or take a polygraph, lie detector or similar test or examination as a condition of employment. Any employer who violates this provision is guilty of a misdemeanor and subject to a fine not to exceed \$1000.”
 - This provision does not apply to applicants for law enforcement positions pursuant to Article 100, Section 94 (a)(3) Annotated Code of Maryland.

Drug-Free Workplace Act of 1990

- The Drug Free Workplace Act requires employers who have contracts with the federal government of \$25,000 or more to publish a statement to employees prohibiting controlled substances in the workplace.
- Bowie State University, as well as the University System of Maryland as a whole, is committed to promoting a drug-free workplace.

Fair Credit Reporting Act of 1997

- This law requires employers to give applicants written notification on a form exclusively used for that purpose, stating that a credit report may be used in deciding employability. The employer must also obtain written approval from the applicants, authorizing the employer to obtain the credit report.
- A negative employment decision is defined in the laws as an adverse action. Prior to taking an adverse action, which was in any way influenced by the credit report, the employer must send the individual a pre-adverse action disclosure.
- The individual affected by the action must be given an individual notice orally, in writing, or electronically, that an adverse action has been taken. The notice must include:
 - The name, address, and phone number of the credit reporting agency that supplied the report;
 - A statement that the credit reporting agency did not make the decision to take the adverse action and cannot give specific reasons for it; a notice of the individual's right to dispute the accuracy or completeness of any information the agency furnished and his or her right to an additional free consumer report from the agency upon request within 60 days; and
 - The Federal Trade Commission enforces this law, and there are significant legal consequences for employers who fail to comply with it. Bowie State University does not routinely require Credit Reports (Financial History) as a part of the hiring process.

The Civil Rights Act of 1964

Title VIII prohibits job discrimination based on:

- Race
- Color
- Religion
- Gender
- National Origin
- Sexual Orientation

The Equal Pay Act of 1963

- Equal wages to men and women performing similar work.
- Allows pay differences if based on factors other than gender (e. g., piece work, seniority, incentive and/or merit pay plans).

The Age Discrimination in Employment Act (ADEA) of 1976

- Prohibits discrimination against persons 40 or older.
- Being “too old” as the sole reason for treating a person differently than others in employment matters is not acceptable.
- Cautions employers of possible violation by the use of age-oriented phrases in help wanted ads.

The Vocational Rehabilitation Act of 1973

- Requires federal contractors to take affirmative action to employ and advance in employment qualified, handicapped individuals.
- Prohibits discrimination based on physical or mental handicap.

Executive Order 11246

- Requires government contractors and subcontractors to promote affirmative action.
- Include in advertisements that all qualified applicants will receive consideration without regard to race, creed, color or National Origin.
- Furnish information and reports when requested.

The Americans with Disabilities Act Amendments Act of 2008 (ADAAA)

- Prohibits discrimination against a qualified individual with a disability in regard to “job application procedures, the hiring, advancement, discharge of employees, employee compensation, job training, and other terms, conditions and privileges of employment.”
- Disability means:
 - A physical or mental impairment that substantially limits one or more of the major life activities of such individual;
 - A record of such an impairment; or
 - Being regarded as having such impairment
- Prohibits discrimination based on physical or mental handicap.



Appendix



Appendix

- A-1 Definitions
- A-2 Policy on Recruitment and Selection of Administrators
- A-3 Search Procedures and Policies for Appointment of Faculty
- A-4 USM Nonexempt Salary Structure
- A-5 USM Exempt Salary Structure
- A-6 Student Salary Structure
- A-7 Request to Hire Regular Faculty and Staff
- A-8 Request for Non-Faculty Contingent Personnel
- A-9 Hiring Justification Form
- A-10 Applicant Resume/Applicant Evaluation
- A-11 Request for Offer of Employment
- A-12 Suggested Interview Questions
- A-13 Interview Question Template and Interview Rating Code
- A-14 Reference Check Form
- A-15 Developing a Job Description
- A-16 Job Description Template



Definitions

Non-exempt positions include support staff positions in maintenance, office services and technical support. The positions are entitled to full benefits and are eligible for overtime.

Exempt positions are professional in nature. These positions are entitled to full benefits and are not eligible for overtime.

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VII - 1.01 - POLICY ON RECRUITMENT AND SELECTION OF ADMINISTRATORS

I. Policy and Purpose:

It is the policy of the University to recruit, screen, and select candidates to ensure that University employees are individuals of the highest caliber and of diverse backgrounds. These procedures define the process to be followed to achieve that end and are consistent with applicable regulations governing Equal Employment and Affirmative Action. See also, **BOR - VII - 1.01 - Policy on Recruitment and Selection.**

II. Applicability:

A. Scope: This policy applies to all University Administrative positions.

B. Responsibility: It shall be the responsibility of each Unit Head, Dean, and Vice President to ensure that positions in his/her area are filled with highest caliber of diverse employees and selected in accordance with the following guidelines and procedures.

III. Guidelines and Standards

A. Obtaining Authorization to Hire

1. When it is determined that an opening has occurred, or is about to occur, in an administrative position, the area Vice President shall be provided the title and job description of such vacancy by the Unit Head. The respective Unit Head, Vice President, Provost, or President referred to herein as Responsible Authority, shall determine the need to hire.
2. To initiate the process for obtaining authorization to hire, the Responsible Authority shall follow the guidelines for processing the Personnel Requisition Form, ensuring that a position description exists for the vacancy and that the appropriate approval signatures are obtained.
3. The area Vice President shall forward the Personnel Requisition Form and position description to the Department of Human Resources for review and processing.

B. Search Committee Guidelines

Administrative effectiveness within the University requires that those persons responsible for ultimately supervising, evaluating and recommending administrators play a major role in recommending the initial appointment of persons to fill such positions. The University does endorse a collegial concept in which academic faculty and students participate to a

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limited degree in this process, and the structure of Search Committee shall reflect this philosophy.

1. The President of the University, in consultation with the Senior Director of Human Resources, may deem it necessary to waive the review and selection requirements of any of the administrative positions covered by this policy when necessary to address the needs and demands of the University. In such cases, a temporary appointment shall be made for a period not to exceed six months, or in unusual circumstances, not to exceed a total acting period of twelve months.
2. For the position of a Director, Dean, Vice President, or Provost, the initial review and selection will be in accordance with the search process contained herein.
3. The Search Committee shall be comprised of seven (7) members, including the Chair, unless a different number is specifically prescribed.

C. Members of a Search Committee in the Selection of Administrators

1. **The Provost and Vice Presidents.** The President shall appoint a committee for the purpose of searching for and recommending names for a Provost or Vice President. The Responsible Authority shall be the President.
 - a. The composition of the search committee for the position of Provost shall include one (1) Dean; one (1) administrator; two (2) faculty representatives from each of the academic schools; two representatives selected by the Faculty Council; one representative from the Staff Council; and two students (one from the Student Government Association and one from the Graduate Student Association).
 - b. The composition of a search committee for the position of Vice President shall include two representatives from the Faculty Council; two representatives from the Staff Council; one School Dean (academic or administrative), and two student representatives (Student Government Association and Graduate Student Association).
 - c. The President shall appoint the Committee Chair.
 - d. The Committee shall operate as in a search for a School Dean with academic departments, except that it shall send its recommendation to the President.
2. **School Deans.** When a vacancy exists in the deanship of a School with academic departments, the Provost, in consultation with the President, shall determine the disposition of the vacancy. Upon notification from the President, the Provost shall appoint a committee for the purpose of searching for and recommending names for a School Dean. The Responsible Authority shall be the Provost.

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- a. The composition of the search committee for a School Dean shall include a faculty member elected from each department in the school; one faculty member selected by the Faculty Council; one student selected by the SGA and one student selected by the GSA.
 - b. The Provost shall appoint the Committee Chairperson.
 - c. The Search Committee shall send its recommendation to the Provost. The Committee shall solicit input from the School faculty and shall also obtain input from the students, the support staff, and any other source which it deems necessary for the successful accomplishment of its task.
3. **Director.** When a vacancy exists in the position of a Director, the Area Vice President, in consultation with the Unit Head, if appropriate, in whose area/unit the vacancy exists and the President, shall finalize disposition of the need. The responsible Authority shall be the Area Vice President or, as appropriate, the Unit Head.
 - a. Upon notification from the President that the position will be filled, the Area Vice President shall authorize the department to search for a Director. The Area Vice President or designee shall appoint an appropriate committee for the purpose of searching for and recommending names for the position.
 - b. The Search Committee shall send its recommendation to the Area Vice President or designee for his/her consideration and recommendation, through the appropriate approval channels to the President.
 - c. The composition of a search committee for a Director shall consist of two members selected by the area Vice President; one faculty member selected by the Faculty Council, one member selected by the Staff Council and one member selected by the SGA and one member selected by the GSA.
 - d. The Area Vice President shall appoint the Committee's Chairperson.

D. Search Committee Procedures

1. Written notification of the members of the search committee shall be signed by the Responsible Authority, as identified above, and forwarded to the Office of Human Resources for retention in the position recruitment file.
2. The Responsible Authority and/or designee will immediately notify the appropriate Councils to elect the required membership to serve on a particular search committee.
3. All nominating Councils shall have five (5) working days after receipt of the notification to submit the names of recommended individuals to the Responsible Authority.

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4. The Search Committee shall normally submit the names of at least three (3) nominees to the Responsible Authority. If three names are not available for submission, the Responsible Authority may determine whether the Search should proceed or be re-opened.
5. The Responsible Authority shall submit his/her recommendation through the appropriate approval channels to the President.
6. If the President and/or designee accept the recommendation, the candidate's name shall be forwarded to the Office of Human Resources who will proceed with the offer process.
7. If the President and/or designee rejects the recommendation, he/she shall notify the Vice President or Provost (as applicable) to reactivate the Committee.
8. The term of office for each administrator is consistent with the term of his/her contract. However, Appointing Officers of the University have the authority to recommend, through appropriate channels, the termination of an academic administrator appointed by them before the expiration of the appointee's term. The President retains the ultimate authority to affirm or reject any such recommendation.

E. Appointment Procedures for Administrators.

1. The authority to appoint the Provost and/or Vice Presidents resides with the President.
2. The authority to recommend Deans resides with the Provost, and the authority to appoint Deans resides with the President.
3. The authority to appoint Department Chairs resides with the School Dean ,with the approval of the Provost. The Provost will inform the President.
4. The authority to appoint Directors resides with the President or designee.

IV. Definitions

- A. **Director** –A Director may be defined as a senior level manager who reports to an executive level administrator, such as President, Vice President, Provost, or Dean. This position functions at a level such that he/she has major and/or full programmatic or departmental oversight with supervisory responsibilities, higher level degree (Masters or

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greater), substantial experience requirements - a minimum of seven (7) to ten years (10), and a greater complexity of decision-making responsibility.

- B. Coordinator** - A Coordinator may be defined as one who performs professional and/or administrative duties and reports to a Director, Associate Director, Manager or Department Chair. This position may or may not supervise staff, has responsibility for a function or partial programmatic oversight. It requires a Bachelors degree, but may prefer a Masters, and the experience requirements are two (2) to five (5) years. This position's decision-making responsibility is less than that of a Director and must be conferred by the higher authority.
- C. Acting Appointments** – Designating an employee to an acting capacity status is justified only when time or circumstances do not permit the immediate selection of a permanent position under the established procedures of this policy. The appointment in an acting capacity to an exempt position should normally not exceed a period of six months. An extension may be made for a total acting period of twelve months under unusual circumstances.
- D. Interim Appointments** – Interim appointments are those appointments of external candidates into an existing period for a limited amount of time.

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I. SEARCH PROCEDURES AND POLICIES FOR APPOINTMENT OF FACULTY

A. Search Procedures for Full-time Tenure-Track Faculty and Permanent Status Faculty Librarians

1. In principle, the procedures that lead to faculty appointments should hold to standards at least as rigorous as those that pertain to promotions to the same academic ranks. Recruitment of full-time tenure-track faculty or permanent-status faculty is an integral part of the long-range plan of each academic department and the Library, respectively. The School Dean, in consultation with the Department Chair, Program Coordinator, and Faculty, shall determine the department's needs, and the Dean of the Library in consultation with the faculty librarians.
2. When a position vacancy occurs in the faculty, the disposition of that vacancy will be determined by the School Dean/Dean of the Library in consultation with the Provost. Upon determining that the vacancy is to be filled, the School Dean/Dean of the Library, in consultation with the Department Chair/Librarians, will prepare the *Personnel Requisition Request* and the *Cost of Support Form*, for submission to the Provost. Upon the Provost's approval, the School Dean/Dean of the Library shall identify and authorize a Faculty Search Committee to recruit for a specific rank.
3. In consultation with the EEO Officer and the Office of Human Resources, the Department Chair/Dean of the Library shall develop a detailed position advertisement for the vacancy. The Department Chair shall forward the position announcement to his/her Dean for submission to the Provost for final approval, and the Dean of the Library shall submit directly to the Provost.
4. The announcement of a position vacancy may be published, as appropriate, via agencies of the State, regional and national professional organizations, discipline web sites, other higher education institutions, and professional publications to ensure the broadest range of potential candidates. The announcement shall include the following:
 - a. the name of the institution and department/unit;
 - b. the academic rank(s) of the position(s);
 - c. minimum degree and experiential requirements;
 - d. description of special characteristics or expertise desired;

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- e. brief description of teaching, research, and service responsibilities;
 - f. the nature of the appointment (i.e., tenure-track, federally-funded, etc.);
 - g. employment period (semester, academic year, or calendar year);
 - h. salary range or statement that salary is competitive;
 - i. indication of required application materials (transcripts, letters of references, etc.);
 - j. name, title, and address of person to whom inquiry should be made;
 - k. closing date for application or date upon which consideration of applications will begin; and
 - l. the statement "Bowie State University is an equal opportunity/affirmative action employer."
5. In preparation for the search process, the EEO/AA Officer will conduct a review of EEO/AA guidelines for the Faculty Search Committee (FSC). This review will include the kinds and details of documentation that must be kept and reported by the Search Committee and acceptable procedures for interviewing and recommending candidates to the Chair, the Dean, and the Provost, respectively.
6. After the closing date for receipt of applications or the announced date upon which consideration of applications will begin, the (FSC) shall review and evaluate applicants on the basis of the established selection criteria and the applicant's resume and supporting documentation. Each member of the FSC, working individually, will select three (3) to seven (7) unranked candidates to be interviewed.
7. The Screening procedure shall result in the determination of an interview pool. The names and credentials of the top candidates to be interviewed must be reviewed by the Department Chair and the appropriate Dean. As appropriate, the FSC should arrange for the candidates to visit the campus. Before granting permission to interview, the Provost and appropriate Dean may review the profile of the applicant pool with the EEO/AA Officer and/or the Search Committee. No department/unit may invite persons for interviews until it has received approval from the appropriate Dean.

NOTE: Preliminary and unofficial interviews of applicants at a conference or annual meeting of a professional association may be conducted. However, such applicants will

be required to complete the official interview process, and offers of employment **shall not** be made at preliminary and unofficial interviews.

8. Once approval has been given to begin interviewing, the Chair of the FSC is responsible for contacting each person in the interview pool to arrange a date for an interview. The terms under which travel expenses for applicants are reimbursed should be explained to the candidates. (A copy of the policies governing interviews and travel reimbursements is available in the Finance and Budget Office.)
9. Candidates invited to interview should meet with the FSC, departmental/library faculty, students majoring or minoring in the discipline, the Department Chair, the appropriate Dean, the Provost or his/her designee, and others, as the Chair, Dean, and Provost may deem appropriate. All interviews should be scheduled so that the interview period for all candidates can be completed in no more than two weeks. The President or his/her designee shall interview all faculty for ranks of Associate Professor or higher.
10. A core of similar questions, approved by the EEO/AA Officer, should be asked of **all** candidates. The criteria used to develop these questions should be agreed upon by the FSC and should include qualifications listed in the position advertisements.
11. Unsuccessful candidates **must** be notified in writing that the position has been filled and thanked for their applications. The Office of Human resources is responsible for keeping copies of letters of acknowledgment and rejection; interview notes and criteria used in making selection; applicant credential files; and all other correspondence (including copies of the published advertisement) relative to the search for a **period of three years**.
12. Upon completion of the interviews with all candidates, the verification of each candidate's credentials, and consultation with references, the FSC will select the three (3) to five (5) candidates to recommend to the Department Chair/Dean of the Library. Upon the request of the Department Chair, the list of persons recommended may be placed in rank order from highest to lowest. A complete file with credentials, including a copy of all transcripts, letters of reference, and all related search documents for each person shall accompany each recommendation to the Chair/Dean of the Library.
13. After consultation with the FSC, the Department Chair shall forward the names and credentials (which shall include a job application, copy of all transcripts, letters of recommendation, and evaluation) of his/her recommended candidates to the School Dean, and the Dean of the Library will forward these recommendations, with his/her recommendation, to the Provost for his/her approval and recommendation to the President. The President shall make the final decision.
14. The official *Letter of Appointment* (which shall include under *Special Conditions* the note: "Official transcripts must be received in the Office of the Provost within thirty (30)

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days after your signing of this *Letter of Appointment*.”) to faculty at Bowie State University shall provide for both the general terms of employment and any special terms that may be agreed to by the University and the new faculty member at or prior to appointment.

15. Upon the return of the candidate's signed *Letter of Appointment*, the Office of the Provost shall forward the signed *Letter of Appointment* and all credentials, including copies of the transcripts, to the Office of Human Resources.
16. If, at any point of the search process, the FSC agrees that none or an insufficient number of applicants meets the advertised position criteria, the Committee shall request the appropriate Dean to reopen the search or return to any prior stage as necessary to enhance the field of candidates.
17. When the offer of employment has been made to and accepted by the chosen candidate, all other applicants shall be notified of the results of the search by the Office of Human Resources.
18. Upon completion of the search, all documents and records of unsuccessful candidates shall be forwarded by the Chair of the FSC to the Office of Human Resources, where they shall be kept on file for a **period of three years**.
19. In the event that the position is not filled, the Human Resources Office shall notify the applicants.

B. Faculty Search Committees

1. When the Provost has authorized the search for a full-time tenure-track or permanent status faculty member in a department/unit, the Department Chair/Dean of the Library, in consultation with departmental/library faculty and the School Dean for a teaching faculty position, shall appoint a FSC composed of full-time faculty, with the rank of Associate Professor/Librarian III or Professor/Librarian IV and, the terminal degree in the discipline, or the M.L.S. This requirement can be waived with the approval of the appropriate Dean and the Provost. Upon being notified of the formation of a FSC, the Senior Director of Human Resources shall appoint an ex-officio Human Resources Staff member to the Committee to facilitate the search process in keeping with the guidelines of this *Policy*.
2. In those instances in which a department with more than one specific academic subject area is seeking a new faculty member, the FSC shall consist of a majority of full-time senior faculty members who hold terminal degrees in the specific subject area for which the new faculty member is sought.

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3. When a new academic unit is established in a School, it shall be the responsibility of the School Dean, in consultation with the Provost, to appoint a FSC to staff the unit in accordance with the search procedures in this **Policy**.
4. When an academic unit is established outside of Schools in the Division of Academic Affairs, it shall be the responsibility of the Provost to appoint a Search Committee to staff the unit in accordance with search procedures in this **Policy**.
5. When academic departments request inter-departmental appointments, the School Dean(s), in consultation with the Chairs of the respective involved departments, shall appoint a FSC to conduct the search process in accordance with this **Policy**.
6. Whenever inter-institutional appointments are needed, the Provost, in consultation with the School Dean and the appropriate authority at the Cooperating Institution, shall appoint full-time senior faculty to an inter-institutional search committee, based on agreed upon guidelines of this **Policy**, the **University System of Maryland's Policy on Appointment, Rank, and Tenure of Faculty, and Appointment, Rank, and Permanent Status of Faculty Librarians**, and the Cooperating Institution's ARTPS. The Inter-institutional Search Committee shall recommend search procedures to the Provost and appropriate authority at the Cooperating Institution to govern its search consistent with, wherever feasible, the procedures established in this **Policy**.

C. Search Procedures for Other Faculty Positions

Non-Tenure Track, Non-Permanent Status Faculty

- a. When the Dean, after consultation with the Provost, has authorized the search for a full-time non-tenure-track, non-permanent status faculty member in a department/unit, the Department Chair/Dean of the Library, in consultation with the appropriate faculty body, shall appoint a FSC composed of full-time faculty with the terminal degree in the discipline or Librarian IIs and above and provide the FSC the department/unit agreed upon selection criteria.
- b. The Department Chair, in consultation with the School Dean and the Office of Human Resources, and the Dean of the Library, in consultation with the Office of Human Resources, shall develop an appropriate position advertisement for the vacancy, conforming to the guidelines for tenure-track, permanent status announcements in I.A.4. of this **Policy**.
- c. After the closing date for receipt of applications or the announced date upon which consideration of applications will begin, the FSC shall review and evaluate applicants on the basis of the established selection criteria and the applicant's resume and supporting documentation. Each member of the FSC, working individually, will select three (3) to five (5) candidates to be interviewed. Only after

approval from the appropriate Dean, shall the FSC invite faculty candidates for interviews.

- d. A core of similar questions, approved by the EEO/AA Officer, shall be developed and asked of all candidates. The department/unit agreed upon criteria provided to the FSC by the Department Chair/Dean of the Library and the qualifications listed in the position advertisements shall guide the FSC's development of such questions.
- e. Upon completion of the interviews of all candidates, the verification of each candidate's credentials, and consultation with references, the FSC will recommend a minimum of three (3) candidates to the Department Chair, who will forward his/her recommendation to the School Dean, who will make a recommendation to the Provost. For faculty librarians, the FSC will forward its recommendations to the Dean of the Library, who will make a recommendation to the Provost. All unsuccessful interviewees **must** be notified in writing that the position has been filled and thanked for their applications.
- f. The official *Letter of Appointment* (which shall include under *Special Conditions* the note: "Official transcripts must be received in the Office of the Provost within thirty (30) days after your signing of this *Letter of Appointment*." to a non-tenure track /permanent status position shall provide for the general terms of employment and any special terms that may be agreed to by the University and the appointee.

D. Offers of Appointments

1. Offers of appointment to all ranks are made in writing only by the President or his/her designee.
2. An offer of appointment shall specify the rank and effective date of the appointment, the length of the appointment, and the applicable terms and conditions with regard to tenure/permanent status. Subject to the provisions in I.C.1 through I.C.16 of the **University System of Maryland's Policy on Appointment, Rank, and Tenure of Faculty and Appointment, Rank, and Permanent Status of Faculty Librarians**, the terms described in the *Letter of Appointment* shall constitute a legal and contractually binding agreement between the University and the appointee.



USM NONEXEMPT SALARY STRUCTURE

July 1, 2011 - June 30, 2013

(with leap year hourly and biweekly rates)

Pay Range	Minimum	Midpoint	Maximum
01	\$21,188	\$22,886	\$25,000
	\$810.47	\$875.42	\$956.29
	\$10.13	\$10.94	\$11.95
02	\$21,280	\$24,701	\$28,538
	\$813.99	\$944.84	\$1,091.62
	\$10.17	\$11.81	\$13.65
03	\$21,385	\$26,211	\$31,454
	\$818.01	\$1,002.60	\$1,203.16
	\$10.23	\$12.53	\$15.04
04	\$21,702	\$27,460	\$33,217
	\$830.14	\$1,050.38	\$1,270.60
	\$10.38	\$13.12	\$15.88
05	\$23,058	\$29,733	\$36,408
	\$882.01	\$1,137.32	\$1,392.66
	\$11.03	\$14.21	\$17.41
06	\$25,079	\$32,339	\$39,599
	\$959.31	\$1,237.01	\$1,514.72
	\$11.99	\$15.46	\$18.93
07	\$26,931	\$34,950	\$42,968
	\$1,030.15	\$1,336.88	\$1,643.59
	\$12.88	\$16.71	\$20.54
08	\$28,939	\$37,556	\$46,172
	\$1,106.96	\$1,436.56	\$1,766.15
	\$13.84	\$17.95	\$22.08
09	\$30,305	\$40,179	\$50,052
	\$1,159.21	\$1,536.90	\$1,914.56
	\$14.49	\$19.21	\$23.93
10	\$32,271	\$42,786	\$53,300
	\$1,234.41	\$1,636.62	\$2,038.80
	\$15.43	\$20.45	\$25.48
11	\$34,238	\$45,393	\$56,548
	\$1,309.66	\$1,736.34	\$2,163.04
	\$16.37	\$21.70	\$27.04
12	\$36,204	\$48,000	\$59,796
	\$1,384.86	\$1,836.06	\$2,287.28
	\$17.31	\$22.95	\$28.59
13	\$38,171	\$50,607	\$63,043
	\$1,460.10	\$1,935.78	\$2,411.49
	\$18.25	\$24.19	\$30.14
14	\$40,137	\$53,214	\$66,291
	\$1,535.30	\$2,035.50	\$2,535.73
	\$19.19	\$25.44	\$31.70
15	\$42,104	\$55,822	\$69,539
	\$1,610.54	\$2,135.26	\$2,659.97
	\$20.13	\$26.69	\$33.25
16	\$44,070	\$58,429	\$72,787
	\$1,685.74	\$2,234.98	\$2,784.21
	\$21.07	\$27.93	\$34.80

NOTE:

1. The salary structure is based on market studies and not affected by COLA. The Annual Rates in this structure are in effect until **June 30, 2013**. * **The Hourly and Biweekly rates shown above are calculated using the Leap Year Factor for FY'12. These rates will be recalculated for FY'13 using the Non-Leap Year Factor.**
2. Salary structure adjustments and employees' COLA increases are independent actions from each other.
3. Employees' salaries will **NOT** be increased by a COLA for Fiscal Year 2012 (July 1, 2011-June 30, 2012). The State of MD General Assembly did **NOT** approve a COLA for FY 2012.
4. There will be **NO** Merit increases for FY 2012.

Salary Structure Approved by the BOR 4/13/07. Changes approved by the BOR on 4/10/09 were only: increases to the minimums of Pay Ranges 1, 2, 3 and elimination of Pay Range 17; all other minimum, midpoints and maximums remained the same as in the 7/1/2008-6/30/2009 salary structure. BOR approved on 4/15/2011 continuation of Salary Structure Annual Rates for 7/1/2011-6/30/2012 with no changes.



**USM EXEMPT SALARY STRUCTURE
WIDE SALARY RANGES
(BSU, CSU, FSU, SU, TU, UB, UMBC, UMCES, UMCP, UMES, UMUC, USMO)
07/01/12– 06/30/14**

RANGE	MINIMUM	MAXIMUM
I	33,521	85,716
II	37,571	108,676
III	50,094	148,473
IV	69,575	207,334
V	90,448	277,604

NOTE:

1. The salary structure adjustment is based on market studies and not affected by COLA. This structure is in effect until **June 30, 2014**.
2. Salary structure adjustments and employees' COLA increases are independent actions from each other.
3. Employees' salaries will be increased, by 2% on **January 1, 2013**, as approved by the State of MD General Assembly – Given in full, regardless of the Pay Range Maximum.
4. Merit increases funds were **NOT** provided or approved by the State of MD General Assembly for FY 2013 (July 1, 2012-June 30, 2013).

BOWIE STATE UNIVERSITY

Request to Hire Regular Faculty and Staff

HR Use Only

Category _____

Title Code _____

Range/Grade _____

SECTION I IDENTIFYING INFORMATION

☐ Faculty ☐ Staff
 Position Title: _____
 Position #: _____ Salary Range: _____
 Department ID: _____ FY Budget Amount: _____
 Former Incumbent: _____ Employee ID #: _____
 Target Date of Hire: _____ Campus Phone No.: _____

SECTION II SEARCH COMMITTEE

Does this position require a Search Committee? Yes ☐ No ☐ (see back) If yes, please give name of

Committee Chairperson: _____ Title: _____

SECTION III ADVERTISING REQUESTS

Advertising should include:

☐ On Campus ☐ Off Campus (USM, State & Local Referral Sources)

☐ Publications (Please indicate which)

☐ Other Sources

Please attach a job description using the Job Description Template.

Contact person for interviews: _____ Telephone Ext. _____

SECTION IV AUTHORIZED SIGNATURES (2 DAYS PER SIGNATURE)

1. _____ Date _____	5. University Budget Office _____ Date _____
2. Area Vice President _____ Date _____	6. Vice President of Administration and Finance _____ Date _____
3. Grants Accounting, if applicable _____ Date _____	7. President _____ Date _____
4. Grants Compliance, if applicable _____ Date _____	8. Senior Director of Human Resources _____ Date _____

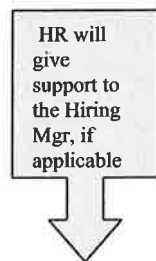
Instructions

SECTION I Identifying Information



- Hiring Manager will identify needs, complete all sections and forward to signatories.

SECTION II Search Committee

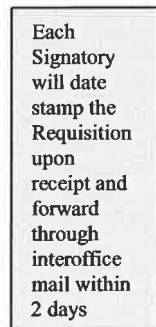


- Search Committees are required for Director and above positions.
- HR will give support to the Hiring Manager in coordinating the search committee once the position is posted.
- Supervisor will identify Search Committee Chair, if applicable.

SECTION III Advertising Requests

- If applicable, Hiring Manager will identify advertising resources.
- Outside advertisements will be charged back to the hiring department.

SECTION IV Signatures



- All signatories are numbered in the order of operation/flow.
- Each receiving office will date stamp the requisition, ***authorize within 2 days***, and forward to the next office in a sealed envelope stamped confidential.
- If the process flow is interrupted, the holder of the requisition must contact the originator (Signatory #1) for status and/or resolution.

BOWIE STATE UNIVERSITY
Office of Human Resources
REQUEST FOR NON-FACULTY CONTINGENT PERSONNEL

HR Use Only

Category

Title Code

Range/Grade

SECTION I IDENTIFYING INFORMATION

CHECK ALL THAT APPLY:

- ☐ **NEW**
 - ☐ **RENEWAL**
 - ☐ **CONTINGENT I** – 6 mos. or less (cannot be renewed beyond combined total of one year)
 - ☐ **CONTINGENT II** – more than 6 mos.
 - ☐ **STUDENT**

 (Employee First Name) (Last Name)
 SOCIAL SECURITY # _____ Employee Off. Ph.# _____
 REQUESTING (HIRING) DEPT: _____
 POSITION TITLE: _____
 DEPARTMENT ID/ACCOUNT CODE: _____

Targeted Date of Hire:	<u>Begin Date</u>	to	<u>End Date</u>	
Recommended Salary Rate:	<u>\$ Contract Max</u>		<u>\$ Rate</u>	<u>Per Hour/Day</u>

Standard Workweek: Days per Week Hours per week

Please attached a job description using the Job Description Template.

SECTION II TO BE COMPLETED FOR CONTINGENT II HIRES ONLY:

Contact Person for interviews: _____ Tel. Ext.: _____

Advertising Requests: ☐ On Campus ☐ Off Campus (USM State & Local Referral Sources)
☐ Publications _____
☐ Other Sources _____

☐ Health Insurance Stipend, based on Appointee's selection, up to max \$

SECTION III **AUTHORIZED SIGNATURES:** **(2 DAYS PER SIGNATURE)**

1.	Dept. Head/Chairperson and Dean	Date	5.	University Budget Office	Date
2.	Area Vice President	Date	6.	Vice President of Administration and Finance	Date
3.	Grants Accounting (if applicable)	Date	7.	President	Date
4.	Grants Compliance (if applicable)	Date	8.	Human Resources	Date

FORM MUST BE COMPLETE, INFORMATION CORRECT, AND FUNDS AVAILABLE BEFORE REQUEST WILL BE PROCESSED. EMPLOYMENT SHALL NOT BEGIN UNTIL THE EMPLOYEE HAS A SIGNED CONTRACT WHICH IS GENERATED WITHIN TWO DAYS AFTER ALL SIGNATURES ARE RECEIVED.

BOWIE STATE UNIVERSITY
Office of Human Resources
Request for Non-Faculty Contingent Personnel

Instructions

This form should be used when requesting **New, Renewal, Contingent I / Contingent II, or Student** personnel.

The following instructions should be used when completing the form:

SECTION I Identifying Information



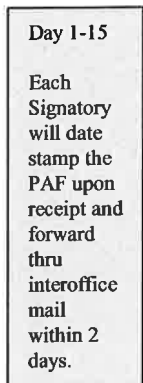
- Check the appropriate new hire position descriptor.
- Identify the new hire, SSN, hiring department ID, position title
- Insert the targeted hire date, salary rate and standard total number of hours each week.

SECTION II Contingent II only



- Identify the contact number and contact person/ designee for interviews.
- Identify advertising, (internal 5 days or external 10 days.)
- Indicate Health Stipend, (minimum of \$2500)

SECTION III Authorized Signatures



- All signatories are numbered in the order of operation/flow.
- Each receiving office will date stamp the back of the requisition, ***authorize within 2 days***, and forward to the next office in a sealed envelope stamped confidential.
- If the process flow is interrupted, the holder of the requisition must contact the initiator (Signatory #1) for status and/or resolution.



OFFICE OF HUMAN RESOURCES
Hiring Freeze Exception Request

Department: _____

Position Title: Regular/Contingent: Estimated Salary:		Date Vacant: Category (Faculty/Staff):	
---	--	---	--

What job function will this position serve?	
---	--

How are the job responsibilities of this PIN currently being fulfilled?	
---	--

What are the consequences if the position is not filled?	
--	--

Why can't the job responsibilities be performed by other staff?	
---	--

From where will the funds for this position come?	
---	--

Department Head Signature: _____ Date: _____

Area Vice President's Signature: _____

Date: _____

☐ Approve

☐ Deny

Comments: _____

President's Signature: _____

Date: _____

☐ Approve

☐ Deny

Comments: _____

BOWIE STATE UNIVERSITY
APPLICANT RESUME/APPLICANT EVALUATION
PLEASE USE ONE FOR EACH RESUME

Date: _____

REQUIRED INFORMATION

APPLICANT'S NAME _____

POSITION _____

POSITION ID _____

DEPARTMENT _____

SELECTED ☐ REJECTED ☐

SPECIAL INSTRUCTIONS

1. Criteria for evaluation must be based on the Position Vacancy Announcement
2. A minimum of four (4) essential requirements needs to be rated.
3. No qualification can be rated less than unsatisfactory/marginal.
4. Review definition of rating scheme.

RATING SCHEME

- 0 = Definitely Unacceptable
1 = Unsatisfactory/Marginal
2 = Satisfactory
3 = Very Satisfactory
4 = Outstanding

Application qualifications and experience rated against position needs:
Essential requirements of work (in order of importance)

Resume/ Application
Rating (please check one)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4
- ☐0 ☐1 ☐2 ☐3 ☐4

Points: _____

Reasons Applicant Not Selected for Interview:

Signed: _____
Evaluator

Title: _____

REQUEST FOR OFFER OF EMPLOYMENT

>> Return to Human Resources with all supporting documentation<<

Position: _____ **Position #:** _____

Department: _____

<u>ALL INTERVIEWED APPLICANTS' NAME</u>	<u>SEX</u>	<u>RACE</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____

>> If more than 8 applicants, record information on reverse side.

SELECTION: FIRST CHOICE CANDIDATE _____

SECOND CHOICE CANDIDATE _____

THIRD CHOICE CANDIDATE _____

Starting Salary to be offered \$ _____

Benefits Stipend to Be Offered if Contingent II _____

Start Date (Should be the beginning of the pay period): _____

Completed By: _____ **Date:** _____

Vice President Signature: _____

AS = Asian/Pacific Islander
 AA = African American
 H = Hispanic
 N = Native American/American India
 W = White
 O = Other

SUGGESTED INTERVIEW QUESTIONS
I. EDUCATION

- ◆ How has your education assisted you in your development?
- ◆ What type of specialized training have you had in your field?
- ◆ What additional education or training do you feel you would need in order to stay current in your field?

These questions may be used if candidate is a recent graduate or if position is entry level:

- ◆ Why did you select Bowie State University as the school of your choice?
- ◆ Why did you choose your major?
- ◆ What was your overall GPA? GPA in your major?
- ◆ What courses did you do best in? Why?
- ◆ With which courses did you have trouble?
- ◆ What courses did you like least? Why?
- ◆ What did you like best about school?
- ◆ Do you feel your education was worthwhile?
- ◆ Would you select the same courses again?
- ◆ Who was your most effective professor and why?

II. WORK HISTORY

- ◆ Describe your current/last position and tell us about your responsibilities and projects.
- ◆ Why did you leave your last position?
- ◆ Why do you want to leave your current job?
- ◆ What aspects of the job did you enjoy most? Enjoy least?
- ◆ How would your supervisors describe you?
- ◆ How would your co-workers describe you?
- ◆ How would those you supervise describe you?
- ◆ How would you characterize your interaction with your supervisor/co-workers/subordinates?
- ◆ Describe one aspect of your current/last position, which you would change if you had an opportunity to do so.
- ◆ Describe a difficult problem or obstacle you had to overcome during your current/last job.
- ◆ Give an example of a stressful situation on your current/last job and how you handled it.
- ◆ Who was your most effective supervisor and why?
- ◆ Have you ever supervised employees? What type of employees and how many did you supervise?
- ◆ What did you like most about supervising? Dislike most?
- ◆ What projects have you initiated independently?
- ◆ What do you consider your greatest accomplishment in your current/last job and why?
- ◆ Why do you think you were successful?
- ◆ What is the most important idea you have contributed to your current/last job?
- ◆ What is your direct supervisor's title and functions?
- ◆ Describe your manner of supervision.
- ◆ Describe the reporting structure in your present job.
- ◆ What was the most difficult task you have had to complete?
- ◆ Have you ever participated in any formalized quality programs? Describe them.
- ◆ What role did you hold as a member of team?
- ◆ Were the suggestions implemented? What were the obstacles?
- ◆ What role does quality play in your job and in the total work operation?
- ◆ What type of safety training have you had? How have you applied the training to your job?
- ◆ What kind if safety reviews were conducted in your work area?

III. PROFESSIONAL/TECHNICAL SKILLS

- ◆ Describe the types of organizations where you have worked.
- ◆ What type of related equipment and tools have you operated? Including computer languages and programs.
- ◆ What special projects have you been involved with and what were your responsibilities?
- ◆ Describe the phases/processes used to analyze and implement one of your projects.
- ◆ What qualities would you look for if you were selecting someone to work for you?
- ◆ Do you feel you are known for technical expertise, staff management or business management and why?
- ◆ What does being a professional mean to you? Give an example of someone in your life exhibited these qualities and specifically how did they do so. How have you applied what you learned from them?
- ◆ Describe a company that uses innovative approaches to solutions.
- ◆ Give an example of someone (or an organization) that demonstrates superior customer service. Why did you select this person (or organization)?
- ◆ If you were a project manager and were meeting with your team to discuss a new project what are some things you would include on the meeting agenda?
- ◆ If an employee called describing a computer problem, what questions would you ask to determine the problem?
- ◆ Explain the culture of your ideal organization (structure, programs, politics, degree of centralization, Team-oriented vs. individual contributors, etc.)

IV. JOB SPECIFIC

- ◆ What interests you most about this position?
- ◆ How did you prepare for your interview?
- ◆ What do you know about the university?
- ◆ What strengths do you bring to this position?
- ◆ If you were hiring someone for this position, what qualities would you look for in the successful candidate?
- ◆ How do you view the role of (Position Title) within a university environment?
- ◆ What reservations should I have about hiring you?
- ◆ Why do you think you would be successful in this job?

V. PERSONAL SKILLS

- ◆ How would you describe yourself?
- ◆ Why did you choose to apply with Bowie State University?
- ◆ What was the best job you ever had and why?
- ◆ Do you like working as part of a team?
- ◆ What do you consider important in a job and why?
- ◆ How do you measure success?
- ◆ In what areas do you have to work the hardest?
- ◆ What tools and techniques do you use to organize your work and personal responsibilities?
- ◆ How do you go about making decisions?
- ◆ How have you attempted to improve your communication skills?
- ◆ Are you better at expressing yourself verbally or in writing and why?
- ◆ Are you most comfortable leading or following and why?
- ◆ If you had to give a two – minute commercial about your self, what information would you include?
- ◆ What motivates you?
- ◆ If you are given several things to do at one time and very little time to do them all, how would you prioritize?

WORK HISTORY – Continued

- ◆ Describe your supervision/leadership style. What is effective about this style? What is ineffective?
- ◆ What is your method of resolving conflict?
- ◆ What are your career goals and aspirations?
- ◆ Describe the difference between an ethical employee and one who exhibits unethical behavior?
- ◆ What does having integrity mean to you?
- ◆ Describe the biggest change you have had to make in your life.

VI. OTHER

- ◆ Is there anything you would like to add about yourself that we have not yet discussed?
- ◆ Do you understand the description of the job for which you are applying?
- ◆ What questions do you have for us about the position?
- ◆ What questions do you have for us about the university?

Bowie State University
(Position Title:)
Applicant Interview Questions

Name _____

Date of Interview _____

QUESTIONS	NOTES	RATING				
1.		0	1	2	3	4
		☐	☐	☐	☐	☐
2.		0	1	2	3	4
		☐	☐	☐	☐	☐
3.		0	1	2	3	4
		☐	☐	☐	☐	☐
4.		0	1	2	3	4
		☐	☐	☐	☐	☐
5.		0	1	2	3	4
		☐	☐	☐	☐	☐
6.		0	1	2	3	4
		☐	☐	☐	☐	☐
7.		0	1	2	3	4
		☐	☐	☐	☐	☐

QUESTIONS		NOTES		RATING				
8.				0	1	2	3	4
				☐	☐	☐	☐	☐
9.				0	1	2	3	4
				☐	☐	☐	☐	☐
10.				0	1	2	3	4
				☐	☐	☐	☐	☐
11.				0	1	2	3	4
				☐	☐	☐	☐	☐
12.				0	1	2	3	4
				☐	☐	☐	☐	☐

INTERVIEW RATING CODE

TOTAL POINTS: _____

UNACCEPTABLE:

RATING: 0

Applicant does not meet minimum requirements on this factor. The problems encountered with hiring an applicant in this category would be great. Applicant has such serious deficiency on this factor that he/she would not be able to make the adjustments needed to become a successful candidate.

UNSATISFACTORY

RATING: 1

Applicant meets just the minimum standard needed in this area. Applicant's qualifications are just barely acceptable. There are general weaknesses seen in this area but these should be able to overcome after some experience on the job.

SATISFACTORY

RATING: 2

Applicant has demonstrated adequate performance on this aspect of the interview. No serious deficiencies were evident although applicant would definitely need training in the area to become highly effective in this aspect of the job.

VERY GOOD

RATING: 3

Applicant's responses were consistently above an acceptable level of performance. Although not an ideal candidate, applicant would be highly desirable employee; he/she exceeds acceptable standards.

OUTSTANDING

RATING: 4

Applicant is definitely superior on this factor; in fact, he/she represents the "IDEAL" candidate. Applicant clearly surpasses departmental quality standards on this factor.



Office of Human Resources
Robinson Hall Building
(301)860-3450 Fax (301)860-3453

REFERENCE CHECK FORM

CANDIDATE: _____

Position Applied For: _____

Business Name Contacted: _____

Telephone Number: _____

Contact Name: _____ Title: _____

Relationship to Candidate: _____

1. Position Held: _____

2. Dates Employed: _____ Salary: _____

3. Comments On the Following:

A. Job Knowledge & Skills: _____

B. Work Quality/Accuracy: _____

C. Communication Skills: _____

D. Working relationship with peers? _____

Supervisor: _____

E. Judgment/Decision Making: _____

F. Attendance: _____

G. Management/Supervisory Skills (if applicable): _____

4. Reason for Leaving: _____

5. Would you Rehire? Yes ☐ No ☐

If no, why? _____

Comments: _____

Completed by _____ Date _____

Developing A Job Description

A crucial task when beginning a search is the development of a job description. Job descriptions document a job's essential functions or duties, responsibilities and/or other features, such as skill, effort and working conditions. Job descriptions consist of these basic parts:

- Job title
- A short summary statement of the job
- A detailed definition of tasks, typically shown in chronological sequence of performance or by functional area
- Identification as to whether the position is exempt or nonexempt
- Supervisor tasks or responsibilities (if applicable)

The easiest way to prepare a job description is to use the Position Description Template which is found on Office of Human Resources' web site.

Job descriptions can be used to:

- Assign and document work
- Clarify missions
- Establish job performance requirements
- Assign occupational/CUPA codes, pay ranges, or titles
- Recruit for vacant positions
- Explore "reasonable accommodation"
- Counsel employees on career opportunities
- Train employees
- Verify legal compliance (EEO, Equal Pay, Overtime Eligibility, ADA, etc.)
- Assist managers in restructuring departments/positions



Additionally, job descriptions may provide the following information:

- Who performs the work
- What work they do
- Where
- When/How Often
- Why (purpose or impact of the work)
- How the work is accomplished

In closing, job descriptions can be a very useful tool for supervisors, employees, and job applicants.

**BOWIE STATE UNIVERSITY POSITION DESCRIPTION**

Title:	Position #:
Job Group:	Job Class Code:
Department:	Grade/Pay Level:
Departmental Approval By:	Date:
Human Resources Approval By:	Date:

REPORTS TO:**PURPOSE:****DUTIES & RESPONSIBILITIES:****REQUIRED KNOWLEDGE, SKILLS & ABILITIES:****MINIMUM TRAINING & EXPERIENCE:****CONDITIONS OF EMPLOYMENT:**