

Hiring Policies & Procedures

Principles

1. GMRI policies adhere to current labor law, and will be updated as needed to comply with legal requirements.
2. GMRI cultivates a culture of excellence in our employees.
3. GMRI encourages and supports the development and promotion of internal, qualified candidates to fill open positions.
4. GMRI is an Equal Opportunity and Affirmative Action Employer. GMRI celebrates diversity in its staff, and will hire the most qualified candidate, regardless of gender, age, race, religion, etc.
5. GMRI's hiring processes can be extensive, investing upfront time to ensure we select the best candidates. We may adjust our hiring process when the cost of additional investments in staff time are not warranted, e.g. all-staff interviews may be suspended for candidates who have previously worked at GMRI.
6. All successful candidates must be legally able to work in the US. In limited circumstances, senior management may elect to waive this requirement and pay for necessary visas. Any such exception must be approved and documented before the position is advertised.

The Hiring Process

GMRI's hiring process is multifaceted and comprehensive. It involves a major commitment on the part of the hiring manager and other staff to ensure that we hire the best possible candidate and that the hire knows us adequately to make a long-term and productive commitment to us. GMRI's track record over time speaks to the return on our commitment: we have rarely hired staff who don't work out due to performance or fit and we have mostly avoided the high emotional and financial costs of staff turnover due to ineffective hiring practices. The following provides guidance to the various steps in the process and the reasons behind them:

- a) What jobs must be advertised:
 - a. Any vacant or new position requiring more than three days' employment must be advertised, unless it is filled by an internal candidate.
 - b. Positions may be advertised internally, externally, or both internally and externally depending on the policies described below.
 - c. Job Advertisements will usually have a specific application deadline. In unique situations they may be structured for "open until filled", ie rolling applications, at the hiring manager's discretion.
 - d. The hiring manager will send a copy of the advertisement to GMRI staff before or when the job is posted.
- b) External job postings are placed on our website, in JobsInME.com, the state job board, and any additional publications deemed appropriate by the hiring manager. Please allow 3-5 business days from when you provide the posting to our Communications Team until posting appears.
- c) The **hiring manager** (supervisor of the position being hired) will create a **hiring committee**, made up of 3-9 colleagues closest to the position and most familiar with the work. The hiring committee will conduct the initial reviews of candidates (reading of applications, telephone interviews, in person interviews) to assess candidates' skills and ability to perform the job. It is the hiring manager, however, who has final decision on which candidate is hired, based on input from the hiring committee and other staff.

- d) The hiring committee will endeavor to present final candidates that represent different dimensions of diversity provided that they are the best-qualified candidates.
- e) **“All-staff” interviews** will be performed with a diverse mix of representatives from all departments to further assess the final candidates’ fit in the organization and to give the candidate a better understanding of GMRI. The hiring manager should ensure that the volunteer representatives do in fact represent a breadth of staff from different parts of GMRI, (and not just people who have more availability) and will seek Management Team support to understand departmental calendar challenges and to recruit the appropriate reps. The hiring manager will allow **two weeks’ notice** of the finalist interview dates to ensure availability of these staff members. Ideally these reps will participate in all of the finalist interviews, to enable consistency in the interviews and comparison to the other candidates. Applicant materials should only go to staff that are participating in the interviews. The hiring manager should review and communicate norms about how these interviews are conducted with all participants; this may vary between departments, depending on education and training. These interviews may be omitted in the case of temporary hires, or in other special cases, e.g. internal candidates. Deviations from the standard hiring process must all be approved by the CEO, COO, or Management Team.
- f) Finalists will also be asked to complete a **homework** assignment. Guidelines for homework are:
 - i. The hiring manager will develop the homework assignment with help from colleagues as appropriate.
 - ii. The goal for finalist homework should be to gain insight about how the candidate thinks and works, communicates, and engages with others, relevant to the position
 - iii. The assignment should relate to the required expertise and skills of the job (e.g. writing, making presentations, event production planning) and provide novel input not typically available through a CV or interview.
 - iv. Send the homework assignment to the candidate 48 hours before their final interviews; let them know well in advance of then that it will be part of the process.
 - v. Clarify with candidates and hiring staff our expectations about the homework: that we are eager to learn how the applicant processes information and manages assignments in a short timeframe and in the context of other priorities.
 - vi. Only the Hiring Committee should view the homework as they are in the best position to evaluate it. (In some cases the homework has included confidential information that shouldn’t be shared beyond the Hiring Committee).
- g) After the All Staff interviews, the Hiring Committee should seek out in-person feedback from all those who participated in the interviews. Participating interviewers should feel welcome to direct their feedback to any member of the Hiring Committee they feel most comfortable with (not necessarily the person who represented their department). Feedback may be provided in person or by email with a focus on qualifications; comments should not be of a personal nature.
- h) After gathering staff feedback, the Hiring Committee will meet to debrief and discuss the candidates' qualifications.
- i) Before a job is offered, references will be checked and compensation approved by the COO or CEO.
- j) The hiring manager will document reasons for any deviations from standard policy/practice, the reasons for selection of the successful candidate, and any other documentation required under labor law.

Promotions & Internal vs External Hire Processes

A *promotion* is when you move from one job category and level of responsibility to a higher one. It is accompanied by a change in title and/or salary band. Receiving a raise in excess of the GMRI merit rate, which advances you within the salary band of your position, does not constitute a promotion as defined here.

A *lateral* move is when you move from one position to another in the same, or equivalent program/non-program job category; regardless of whether this is within your team or between teams/departments, or whether it is accompanied by a raise or not.

A *non-competitive promotion* may be awarded when the promotion is the direct linear advancement track for the position; it replaces the previous role/title of the employee with an expanded level of responsibility; it does not create any net new positions; and it does not fill an open position. A non-competitive promotion may also be awarded in the case of a reorganization (see below).

Departmental or team reorganizations, where no net incremental positions are created, will also be done under non-competitive processes. However, there will be open internal department communications on the changes and an opportunity for members of the team or department to be considered for new roles/positions created, especially when this involves a promotion. Since there are no incremental positions created, there will be no other staff from outside the team or department eligible to be considered for these positions. Should there also be a reorganization and an incremental position, the reorganization will be done first, and the resulting position(s) filled by a competitive process (below). Reorganizations require the approval of the CEO or COO.

A *competitive process* will be run when there is a new or vacated position:

- Positions at the manager level or below: If there is one or more qualified, suitable internal candidate, the hiring manager, in consultation with the COO or CEO may elect to run an *internal competitive process*. Should no internal candidate be selected, then an external hiring process will be launched. The hiring manager and COO/CEO may also elect to do an *internal & external joint process* immediately.
- Positions for research scientists or members of senior management: An *internal & external joint process* will be run when there is a new or vacated position in these jobs, regardless of the number of qualified internal candidates.

Any exceptions to this must be documented and approved by the Management Team.

Internal Candidates

GMRI will give equal and serious consideration to each internal candidate who applies for a position. Internal candidates will advise their supervisor of their application for an internal job posting. Their candidacy will remain confidential to the supervisor and the hiring committee until the final candidates are selected. At that time any internal final candidate may be required to participate in open staff interviews.