

# 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, but 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***

- 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 may be structured for "open until filled", ie rolling applications, or with a specific applications deadline, 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.
- c) A hiring committee will conduct the initial review(s) of candidates 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) "All-staff" interviews will be performed with representatives from all departments to further assess the final candidates' fit in the organization and provide comments to the hiring manager and committee. These interviews may be omitted in the case of temporary hires, or in other special cases, e.g. internal candidates. Deviations from the standard hire process must all be approved by the CEO, COO, or Management Team.
- e) The hiring committee will endeavor to provide both male and female final candidates provided that there is gender mix among the best-qualified candidates.
- f) Before a job is offered, references will be checked and compensation approved by the COO or CEO.
- g) 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.