HIRING PROCEDURES REFERENCE FORM
FULL-TIME FACULTY/ACADEMIC POSITIONS

Please be advised that this is only a quick reference sheet. Refer to your Dean's Office Procedures and attend the Pre-search Meeting for specific details of the process. You must also work closely with the Dean's Office, the Office of the Provost and the Office of Compliance and Affirmative Action throughout the process to ensure proper procedures are followed.

When a Department has a Vacancy or Need:

Step 1. A review of the position and departmental needs should be performed including a budget and workload analysis. If applicable, the department then requests permission from the dean to fill the vacancy providing documentation of the review as justification for the request. This should be done at the beginning of the Spring term. If the request is made based on a retirement notification, a copy of the resignation letter of the person vacating the position must be included in the documentation.

Step 2. The dean reviews the request and if approved, forwards the request along with the supporting documentation to the provost.

Step 3. Upon receipt of the request, the provost will review all of the supporting documentation and may ask for further explanation. The provost will work with and notify the dean of the outcome of the request who will then in turn notify the department.

Step 4. ***Once the department receives approval to fill the vacancy, the department must convene a Pre-Search Meeting with the Office of the Provost representative, Office of Compliance and Affirmative Action (OCAA) representative, and the appropriate representative from Human Resources***. Some units also include a representative from the Dean's Office. The department chair and the search chair are required to attend and any members of the search committee (if it has been established) are encouraged to also attend. Please be advised that consultation with OCAA is highly recommended prior to the selection and invitation of search committee members. A copy of the proposed position description must be provided to the attendees at the meeting. Steps 1-10 SCO

Step 5. After the Pre-Search Meeting the position description must be entered into People Admin, with an electronic copy of the external ad (attached in the Position Documents tab) and sent through the appropriate approvals. The search chair will forward the position description to the department chair who will forward to the dean who will forward on to the provost's office. Once reviewed and approved by the provost's office an e-mail will be sent to notify the department that the position has been approved. Unless otherwise noted in the e-mail from the provost's office, OCAA must also e-mail the department to approve the external advertising. ***Once both e-mails are received, the department may advertise externally.*** Step 11 SCO

Application Collection and Review *Before* the Interview Process Begins:

Step 1. Immediate review of the applicant materials is available to all members of the search committee as the applicants apply in People Admin via the guest user sign on.

Step 2. Once the posting has closed or the review date has arrived, the applicants must then be rated in People Admin with the ratings as outlined at the top of the applicant portion of the posting. A status must also be applied to each applicant. ***The applicant rating will not change throughout the process but the applicant status will***.

Step 3. After all applicants have been rated and given a status in People Admin, ***OCAA must be notified that this step is complete by e-mail or by calling 9-4211***. OCAA will then review the applicant pool. In many divisions the Dean's Office must also be notified and grant approval. Once the ratings and statuses have been reviewed and the applicant pool have been approved, the department will be notified either by e-mail or phone. ***Only***

then can the department invite candidates for interviews. Be aware that no more than three candidates should be invited to campus interviews without prior approval of the Provost's Office. Step 12 SCO

Interview/Evaluation Process:

Step 1. Develop an objective, job-related evaluation form to be used in the interview process. Use criteria based upon the required and preferred job qualifications listed in People Admin. All persons involved in the interviewing process should review the "What Not to Ask When Interviewing Candidates" guidelines found on the Human Resources website: https://www.udayton.edu/hr/_resources/documents/staffing/Interview_Questions.pdf

Step 2. At each stage of the interview process, applicant statuses must be changed accordingly and OCAA must be notified and where appropriate the Dean's Office must be notified as well. For instance, if the first level of interview is a status of "Request phone interview," OCAA (and the Dean's Office if applicable) must be notified of this status. Once phone interviews are complete, the change in status to "Request campus interview" or "Phone interview complete" requires notification of OCAA (and the Dean's Office) as to that change or request. Step 13-15 SCO

Upon Completion of Campus Interviews and Before a Candidate is Offered a Position:

Step 1. The status of all applicants interviewed must be updated accordingly with the final candidate reflecting a status of "Recommend for hire."

Step2. Upon the assignment of a "Recommend for hire," the link to "Begin hiring proposal" will appear in the top right menu in People Admin with a green circle with a plus sign next to the action. The hiring proposal for the final candidate must then be completed.

The hiring proposal includes the Narrative Interview Summary (attached in the Justification tab) which must specifically address the minimum and preferred qualifications of the position description as they relate to each of the final candidates. A statement must be made that all candidates interviewed were determined to have met the required qualifications upon the initial review and prior to interviewing. ***The narrative that outlines the justification for the hire must address all candidates that came to campus and must only discuss attributes that relate directly to the listed qualifications***.

The search chair then sends the hiring proposal to the department chair who then sends it to the dean. The dean then sends it to OCAA who forwards the hiring proposal to the provost.

Step 3. Once the hiring proposal is reviewed and approved by the associate provost, the department will be notified by e-mail that a contingent offer of employment may be made. The department should contact the candidate to be sure they are still interested and indicate that an offer letter is forthcoming. Step 16 SCO

Making the Offer:

Step 1. The formal offer letter must be approved by the dean and associate provost. Once the approval of the written offer letter is granted, the department may send it to the candidate. Step 17 SCO

Step2. Upon the return of the signed offer letter to the Office of the Provost, the contract will be issued, new hire paperwork is generated and sent to the candidate to be returned to the provost's office and the background check performed.

Step3 .Upon receipt of the completed new hire paperwork, signed contract and the clearance of the background check, a PAF is generated by the Office of the Provost and submitted to HR together with the aforementioned documents. HR enters the information into Banner and e-mail and user accounts are generated.

For assistance contact:

Patsy Bernal-Olson x9-4211
Compliance and Affirmative Action Officer/Staff Attorney

Janet McKinley x9-4211
Administrative Assistant OCAA

Carolyn Phelps x9-2618
Associate Provost for Faculty and Administrative Affairs

Amy Askren x9-3334
Faculty Hiring Manager

Supplement 1

Search Committee Operations

What starts the process? Permission from the Provost, communicated through the Dean, that the department has been authorized to conduct a search for a new faculty member (either tenure-track or non-tenure track lecturer or clinical faculty). Now what should you do?

1. Identify search committee members. Typically, search committees are three to five members. They will issue a recommendation to the chair, who makes the hire. Search committees can be comprised of members outside of the department, division or even be community members if their expertise lends itself to the knowledge useful for the search. If it is a search for a tenure track position, there should be one member from outside of the department.

2. Draft the Position Description. Some departments use a department-wide discussion, while others use only the committee, but there must emerge a short paragraph describing the Position Description. The position description must be consistent with the Dean's authorization to search. This is where you state what sorts of classes the person would teach. Example: "Responsibilities (or duties) include teaching…., developing and maintaining an active research agenda, and advising and mentoring undergraduates (or graduate students)."

3. Determine the Required Qualifications *(the absolute minimum required to qualify for the position)* ***and the Preferred Qualifications*** *(your wish list of the most excellent candidate)* ***for the position.*** THESE ARE IMPORTANT! Here's why: At the end of the search, when you request permission to hire a specific person, you must write a Narrative Interview Summary that describes to what extent each of your finalists met the Required and Preferred Qualifications. This allows you to make your case and justify hiring the person you want to hire.

Be sure that the required qualifications are observable from the written application materials that will be submitted. Be sure that all qualifications are measurable and can be assessed from the material collected from the applicants or in the case of preferred qualifications can be determined through the interview process. For example, if a required qualification is "demonstrated ability to teach XYZ at the college level" then you need to collect evidence of teaching effectiveness, cv stating teaching XYZ experience, or transcripts illustrating coursework in XYZ. If you specified an ABD with an anticipated completion date, you must request a letter from the dissertation advisor stating the progress toward completion and anticipated completion date.

If you are hiring for an "assistant or associate" professor, determine in advance what the qualifications must be in order for an applicant to be eligible for the associate professor position. This may be something like, "Proven record of success in tenure-line required to be eligible for associate professor position" or "Excellent record of research and teaching required for associate professor." The qualifications for each rank must be clearly delineated.

Be aware that **required qualifications (as stated) must be met at the time of application –** not before the contract starts and must be observable through the applicants submitted materials. For example, if a Ph.D. is a stated required qualification, the applicant must have the Ph.D. at the time of application.

4**. Determine what comprises a complete application.** Typically this is : cover letter, *curriculum vitae*, three letters of recommendation or list of references, and other documents such as statement of teaching philosophy, evidence of teaching effectiveness, sample of research writing, etc. Determine what documents would be of value rather than the standard documents, would a specific syllabus for a course they would be teaching be helpful? A specific prompt: "An essay that responds to this prompt: "In 500 words, How would you design a general education course that exposes non-majors to the concept of globalization from multiple social science disciplines?" or "a 500-word response that describes your approach to teaching a Latin American Literature or Latinx Literature course."

You can also provide specific prompts for standard documents: "Please provide a cover letter of application that describes academic preparation; scholarly agenda; teaching interests and strategies for teaching courses in modern literatures, sustainability, and human rights; and how the applicant's work intersects with the distinctive mission of the University and Department."

5. Determine a specific cut-off date by which all materials must be received. Determine how you will proceed if you have not received letters of recommendation for some of your applicants by the close date: will someone on the committee send emails or telephone all applicants whose letters are not yet received? How much more time are you willing to give them? Be careful to treat all applicants the same. (Note: Closing application windows early in the week allows applicants to contact people at UD if they have trouble uploading documents– if it is a Sunday, there is no one to help them.) Think in general about the timeline for the search, keeping in mind that your finalists will need to be interviewed by the Dean and by the Associate Provost as well as others.

6. Determine when you will review letters of recommendation or contact references. Will you read all three letters for every candidate? Or will you not look at any letters or contact references until you narrowed the pool to phone interviews? Will you wait and ask for letters or check references only from those applicants who have made it to telephone interviews? What is the date by which letters must be received? Is it the same as the cut-off date for applications, or will you give letter writers some additional time?

7. Determine a Recruitment Plan**.** How will you network the availability of the position? Where will you advertise the position? You can forward the People-Admin link to the position to colleagues at other universities. **Utilize direct, upstream recruitment** to maximize the diversity and quality of your pool.

If international applicants and possible subsequent hire is likely, a 30 day posting (electronically) in the Chronical of Higher Education is required. This publication satisfies the requirements set forth by the DOL. The Chronical also has a diversity boost that for an additional minimal fee will send the advertisement out to various diverse hiring outlets.

8**.** ***Develop Statements of Criteria / Rubrics***. Before applications are received, the search committee needs to develop statements of criteria by which they will assess each of the applicants vis-à-vis the qualifications. For example, what will suffice as "evidence of teaching effectiveness"? What does a "demonstrated record of scholarship" look like? How many articles or books are enough? What tier do they need to be? If you cannot identify a means by which you will evaluate the applicant for a particular qualification, then you will likely need to change the way the qualification is specified. These are important so that the qualifications do not become moving targets once you begin reviewing applicants' materials.

9. Draft the job ad. Faculty positions begin August 16, 20XX. All REQUIRED qualifications must appear in the advertisement. You may specify things like "Letters of recommendation should speak to the applicant's teaching ability and research agenda." (Or "potential for teaching" if you are in a field in which doctoral candidates do not typically teach.)

While you are making progress on 1-9, be in contact with the division point person to set up the pre-search meeting in which the drafts of your position description, job ad, and your recruitment plan will be discussed. You are to provide hard-copies of these three documents for all participants at the meeting. Providing the documents before the meeting is advised. In addition to the department chair and search committee chair, Amy Askren from the Provost's Office and Patsy Bernal-Olson from Compliance and Legal Affairs must attend the pre-search meeting.

10. Participate in meeting with Patsy and Amy to discuss the position description, required & preferred qualifications, job ad, and recruitment plan. Make any necessary changes that emerge from discussion.

11. Prepare the position in PeopleAdmin. If you are hiring into an existing line (for example, if a faculty member retired or left the university, find their position in PeopleAdmin and modify their position.) Note that any screening questions in PA must match a required qualification. (Do you have a M.S. degree?) Once posted, establish a search committee meeting timeline. Will the committee meet during the review period or once the posting has closed? Map out the anticipated interview dates to ensure the consideration of breaks or other events on campus.

12. Review Applicants. As you are reviewing applications, remember to use your criteria/rubrics and the required and preferred qualifications. Search committee members should review applications prior to the first search committee review meeting and come prepared to discuss the applicants.

As part of the discussion at the meeting, ratings should be assigned to each applicant. The applicant reviewer (search committee chair) will go into PeopleAdmin and "rate" each applicant according to the following system:

1. Met all required and most or all of the preferred qualifications.
2. Met all required and some preferred qualifications.
3. Met all required and no preferred qualifications.
4. Met some required and some preferred qualifications.
5. Did not meet required qualifications.

+/- are available for all ratings

Keep in mind that the ratings assigned to the applicants **do not change** as they were assigned based on the initial review of the applicant's materials. These ratings then provide the framework for the next steps – who is invited to first round interviews. It is imperative that ratings are assigned appropriately. In appropriate assignment jeopardizes the search and imparts a lack of integrity. A thoughtful assignment of ratings provides the ability to review the pool as needed.

13. Determine questions that will be asked during first round interviews. The interviews should read like a script – as in the same of each candidate. Make every effort to ensure that each applicant is treated exactly the same. Follow-up questions for clarification are fine, but they should not explore areas that are not explored for all candidates.

Special notes:

Courtesy interviews for internal candidates are not supported. If an internal candidate is not qualified for the position the difficult conversation should occur as soon as that determination is made and before first round interviews.

Should internal candidates be qualified: Keep it simple and focus the conversation on the required and preferred qualifications of the position. No one on the search committee should have written letters of recommendation for any of the candidates. They will need to recuse themselves if they have, or the candidate will need to find another letter-writer.

Do not impute personal knowledge of a candidate into their application materials. You must operate at arm's length and go by only what they bring in their materials. If there is some fact you want to get out on the table, then you MUST ask that question of ALL applicants, not just the one person. This also pertains if you receive unsolicited insights about a candidate. Do not share that unsolicited information but rather introduce a question – to all – candidates that would flesh that information out.

International candidates: You should ask, "Are you eligible to work in the United States, and if so, **for how long**?" If you have an international candidate who emerges as one of your top-three, talk to Patsy Bernal-Olson right away. Sometimes visas can take 4 months to receive.

14. Invitations to campus. Once first round interviews are complete, the search committee should review the applicant pool and determine, based on the additional knowledge gained through the phone interviews, **who to invite to campus**. Keep in mind that the ratings assigned to the applicants **do not change** as they were assigned based on the initial review of the applicants. You now have to indicate in PeopleAdmin who you would like to interview on campus. You do this by changing the applicant status and then contacting Patsy's office for review.

There is not minimum number to invite however, we suggest and limit the number to three candidates max. If the search committee has serious justification for deviating from the suggested number of interviews, the deviation (either less than or more than three) the request must be approved through the Associate Provost prior to updating the status in People Admin.

15. *The search committee should* ***determine questions that will be asked during campus interviews as well as the scope of the interview.*** Similar to the phone interview, the interviews should read like a script or really a conversation during the face to face meeting but should be the same for each candidate. Make every effort to ensure that each applicant is treated exactly the same throughout both the interview questioning and with the itinerary of their visit. As with the first round interviews follow-up questions for clarification are fine, but they should not explore areas that are not explored for all candidates.

Often the candidates are asked to do a teaching presentation, meet with department faculty, staff, and students and meet with administrators. It is also appropriate protocol to have a dinner with the search committee. In all instances, it is a good idea to distribute the **"What not to Ask"** questions to all parties involved to help avoid inappropriate questions being posed.

16. Once campus interviews are complete, feedback is received from the dean, associate provost and department (if appropriate), the search committee chair, and with the input of the committee, writes a Narrative Interview Summary that describes to what extent each of the finalists met the Required and Preferred Qualifications. This allows you to make your case and justify the recommendation to hire the person you want to hire. This recommendation is presented to the chair, who in consultation with the dean, will determine the hire. Once a candidate is chosen, the status of the candidate to be hired is changed to "recommend for hire" and the hiring proposal moved through the queue.

If there is more than one suitable candidate, it is wise to outline a succession plan should the first choice decline the offer. A clearly outlined plan allows you to proceed to the next candidate without delay. **You must notify Patsy's Office and Amy if the offer phase moves into the succession plan.**

17. Offer phase. There are templates for the written offer letters available. Generally the chair of the department will write the offer letter once the verbal offer has been accepted. All offers are contingent upon the results of a successful background check and eligibility to work in the United States. All written offer letters must be reviewed and approved by the dean and associate provost prior to sending them to the candidate.

If you hire a Ph.D. candidate, your letter of offer may include statements such as: "Your contract will stipulate two contingencies: (1) Salary will be $XX,000 if your degree is not completed by August 16, 20XX, and (2) continuation in this position beyond one year is dependent upon the Ph.D. being awarded by December 31, 20XX." This stipulation is also included on their contract.