

Faculty Hiring Guide

Resources for HSS Search Chairs & Hiring Authorities

College of Humanities & Social Sciences

The materials contained in this guide are meant to assist search committee chairs and hiring authorities with all aspects of the search process. All of the forms and paperwork are referenced in this document. If you have questions, contact the dean's office for assistance.

Table of Contents

<u>Initiating a Search</u>	3
<u>PeopleAdmin Instructions</u>	3
<u>During the Search</u>	4
<u>Preparing the Terms of an Offer</u>	7
<u>Making an Official Offer</u>	8
<u>Closing the Search</u>	8
<u>List of Faculty Search Forms</u>	9
<u>Recommendation of the Terms of Employment form</u>	10

Initiating a Search

The items below must be submitted by the unit authority (usually the director, chair, or program coordinator) as email attachments to the dean for review (please use MS-Word). Following approval by the dean, the materials will be uploaded into PeopleAdmin for approval by the Provost and Human Resources.

1. Position Authorization Form ([PAF](#))-Faculty/Exempt – to be completed by unit authority in consultation with the search committee. On this form please provide the information about the Search Committee including each member's name, gender, and ethnicity. Identify the chair of the committee and AAEO coordinator. (HSS has two AAEO coordinators; please contact the Dean's Office to determine who will be working with your committee.) The search committee should be a small group (3-5 individuals), may include one individual from outside the program and must include an AAEO coordinator. The search committee may also include a student representative. An overview of search committee responsibilities is found here: [Search Committee Overview](#).
2. [Recruitment Plan](#) - The recruitment plan should include a description of the advertising strategy and other efforts to achieve a diversified applicant pool. The UNC Office of Human Resource Services will place each vacancy announcement on [HigherEdJobs.com](#). Guidelines for advertising and recruiting can be found here: [Advertising Guidelines](#). Note: An advertisement for each position is posted on "higherjobs.com" and is paid through a central university budget. If a unit would like additional advertising (i.e., professional journals, other websites), the amount shall not exceed \$500 for each search position. Any amount exceeding \$500 requires the approval of the Executive Director of Human Resources. P-Cards will be the official means of paying for additional advertising costs. A sample [Recruitment Plan](#) can be found here. Please note that the demographic characteristics of the candidate pool must be reviewed by HR, the AAEO coordinator, and approved by the dean *prior to the screening of applicants*.
3. Vacancy Announcement – to be completed by unit authority in consultation with the search committee. Please be sure to review the [Required Elements](#) outlined here. An example of a [Vacancy Announcement](#) is also provided.
4. Short Vacancy Announcement – to be completed by unit authority in consultation with the search committee. An example of a [Short Vacancy Announcement](#) is provided. This is advertising copy of the vacancy announcement that contains essential information and may be used to direct the reader to the more comprehensive full vacancy announcement that will be posted on the HSS website.
5. Charge to Search Committee – to be completed by unit authority. For a sample, please click on the following hyperlinked text: [Charge to Search Committee](#).
6. Screening Criteria – to be decided upon by the unit authority in consultation with the search committee. Please be sure to match criteria in position description to the items rated by the committee. Items that are required should be given greater weight than items that are preferred or desirable. [Screening Criteria example](#).
7. Candidate Ranking Form – to be used by the search committee and submitted to the unit authority when making recommendations. [Candidate Ranking Sheet](#)

PeopleAdmin Instructions

PeopleAdmin is used to collect information and provide information about the status of all searches conducted at UNC.

1. All hiring documents must be submitted electronically to the dean for review.

2. After search documents are approved by the Dean's Office, Dean's Office staff will load the information into PeopleAdmin.
3. After information is entered, position documents are then forwarded to HR through PeopleAdmin for successive approval by HR, Budget Office, and the provost.
4. The Dean's Office will send an email to the unit leader and unit administrative assistant as well as the dean, to let all know the position has been entered.
5. After the provost approves the search:
 The Dean's Office will email the unit leader and administrative assistant as well as all Dean's Office staff to inform them that the search has been approved and to provide the PeopleAdmin login and password.
 - a. The search chair can then forward the URL, login, and password to the search committee members.
 - b. The vacancy announcement is posted on HigherEdJobs.com, the HR Employment website, and the HSS website. It is important for unit authorities, search chairs, and unit administrative assistants to regularly check the accuracy of job postings at the UNC HR website [UNC Job Opportunities](#), HigherEdJobs.com, the University website, [University of Northern Colorado](#), and the [HSS website](#).

During A Search

Helpful Reminders

1. Correspondence is the first impression candidates have of the university, so be polite and timely.
2. Acknowledge receipt of candidate materials with a quick email.
3. Let candidates know if their application is incomplete prior to posted closing/initial review date.
4. It is important that candidates be picked up at the airport. Returning them by shuttle is fine, if necessary.
5. Search committee members need to be cautious regarding conversations involving salary, rank, tenure status and so forth. For example, if a position is advertised as assistant professor that is how it will be filled. Conversations should not involve speculation on such matters; if candidates inquire, they should be referred to the dean.
6. Avoid asking personal questions, such as those concerning marital status, family, or religion (please review the [AAEO Guidelines](#)).
7. A designated member(s) of the Search Committee should escort the candidate to and from all appointments.
8. Search Committee members need to *keep all documents related to the search* (e.g., evaluation forms, notes). Documents must be submitted during the closing of the search process.
9. [W9 forms](#) must be completed by candidates invited to an on-campus interview
10. When the search is completed, and a candidate has accepted UNC's offer, please send a thank you note to all other applicants announcing that the position has been filled.

The search committee chair or administrative support for the committee will monitor applications collected through PeopleAdmin. They should notify candidates if application files are incomplete and describe what is missing from the file. Use of the Applicants Checklist Form –[Applicant Check List Form](#) will be helpful in this process.

The following procedures will be used after candidate files have been received, and the “closing/begin review” date has passed.

1. Prior to screening applicants and at least one (1) month after the position is initially advertised, the unit authority and committee AAEO representative will review demographics of the applicant pool using data supplied through HR (Julie Nava, HR Specialist) and available to the AAEO representative. The unit authority will forward a memo to the dean that details the comparison of pool demographics with national

discipline demographics. A determination will be made, in consultation with the dean, on whether the pool is appropriate for the screening to proceed.

2. If the pool is adequate, the dean will advise the committee that the search can continue. If the pool is inadequate, the dean may request further recruitment activities be completed.
3. Prior to screening applicants, search committee members will review the applicant list and identify candidates for which they have a conflict of interest. If a conflict of interest is identified, the affected search committee member should immediately inform the search committee chair and unit authority. Committee members with a conflict of interest should consider resigning from the search committee service. If there is doubt about conflict of interest, the search committee member should consult with the unit leader and dean for guidance.

Conflict of interest:

A conflict of interest is a situation when one has competing professional or personal interests. Such competing interests, while not necessarily unethical, illegal, or improper, can make it difficult for a search committee member to impartially fulfill his or her duties. Nepotism is when one shows favoritism toward relatives and friends, based upon that relationship, rather than on an objective evaluation of ability, merit, or suitability. Ideally individuals with prior service as a mentor or close collaborator of a candidate should not serve on a search committee. If such a situation occurs, the search committee member should immediately discuss the situation with the unit leader who, in consultation with the dean, will determine an appropriate course of action. Candidates should not be advantaged or disadvantaged due to conflict of interest among search committee members.

Examples of conflict of interest:

- A search committee member who is a potential candidate
 - A search committee member who provides a letter of reference for a candidate
 - A search committee member who is a relative or close associate of a candidate
 - A search committee member who has a financial interest/stake in a candidate or position.
4. The search committee should narrow down the candidate pool using the approved screening criteria and develop a list of candidates for whom they propose conducting phone or Skype interviews.
 5. Reference checks. A search committee might choose to conduct reference checks prior to phone/Skype interviews (although this process can be time consuming if the pool is large). The other alternative is to conduct reference checks after phone/Skype interviews to narrow down the list of candidates who are invited for on-campus interviews.
 6. Before contacting any candidates, the unit leader must provide a memo with the diversity data on this smaller pool of candidates to the Dean's Office. The unit leader must provide a brief written explanation if any categories of under-represented applicants originally present in the overall pool have been screened out and are not among the proposed interviewees. Demographics of finalists can be obtained by providing HR (Julie Nava) with the names of the candidates prior to making a final recommendation on the finalists. After review of the information, the dean will contact the unit leader and search chair with a list of candidates approved for phone interviews and, potentially, on-campus interviews.

Search committee members should review the phone interview guidelines found at [Phone Interview Guidelines](#). The committee members should be aware of phone interview pitfalls detailed at [Interview Pitfalls](#). Sample reference interview questions are found here [Sample Reference Check Questions](#). Approved candidate interview questions are found here [Sample Interview Questions](#). It is appropriate to ask all candidates whether they are "legally authorized to work in the United States." International candidates should be directed to Human Resources for immigration assistance (see [Requirements for Hiring International Faculty or Staff](#)). Please use interview response forms for each interview conducted - [Sample Interview Response Form](#). The forms are to be included in the candidate file.

7. When the committee is ready to make a final recommendation regarding the candidates for on-campus interviews, the search chair provides the unit authority with the application files of the candidates that will be recommended to the dean for interview (usually 2 to 4 candidates). Candidate files forwarded to the dean should contain hard copies of all required application materials denoted in the vacancy announcement (for example, letter of application, *curriculum vitae*, transcripts, and letters of recommendation). To save time in case one or more of the finalists declines an interview invitation, the files of the next tier of prospective interviewees may also be forwarded to the unit authority and the Dean's Office. In this case, the two tiers should be clearly identified.
8. After the dean approves the short list, the search committee may contact the candidates to schedule interviews.
9. The search committee arranges for the candidates to come to UNC for an interview. All candidates must have a travel authorization [Travel Authorization Form](#) pre-approved by the dean prior to travel.
 - a. Candidates must purchase their own plane tickets. UNC will reimburse using a [Travel Expense Form](#) but receipts must be provided and a [W9 form](#) must be submitted with reimbursements.
 - b. Costs associated with locating and securing new employees will be funded from a centralized budget monitored by the Human Resources Department. Please contact the Dean's Office for the FOAP (account code).
 - c. Arrange the itinerary for the days the candidates will be on campus.
 - i. Schedule a meeting for each candidate to meet with the dean. Scheduling should be done as soon as possible to assure the availability of the dean. If the dean is unavailable, the associate dean will meet the candidate.
 - ii. Arrange a hotel room. Note: The Currier Inn, Hampton Inn and Suites, the Greeley Guest House, and Country Inn and Suites may offer direct billing to UNC.
 - iii. Determine which search committee member will "host" the candidate and make sure the candidate gets to and from Greeley, to campus and around campus. Also determine which search committee members will be accompanying the candidate to meals. Meal expenses are reimbursable only for the candidate, search chair, and no more than two additional search committee members or faculty/staff for each meal. Family members and those not on the search committee will not have meals reimbursed. Note: fill out one official function form for the entire search process to cover expenses. Fill in the names of the search committee members, names of others whom you anticipate taking part in the search process, and indicate 'Candidates for FXXXXX as guests.'
 - iv. The interview process for all candidates must be as similar as possible.
 - v. Schedule a meeting for each candidate to meet with the unit authority/unit leader.
 - vi. Schedule a housing tour of Greeley. The Dean's Office can supply a name of a realtor if needed.
 - vii. Schedule a time for the candidate to meet with the appropriate faculty, staff, and/or students.
 - viii. Schedule times for the candidate to teach a course and to present a research seminar.
 - ix. Schedule an interview with the search committee.
 - x. Schedule a campus tour.
 - xi. Candidates may also meet with personnel in the Office of Sponsored Programs and/or other appropriate campus offices if time allows.
 - xii. Schedule the exit interview with the AAEO representative. Note: This is the last item on the itinerary. Once the exit interview has taken place, the interview is officially over.
10. Direct Recruitment Expenses – include meeting, interviewing, and travel costs associated with bringing a candidate to campus. The direct recruitment costs shall not exceed \$1,500 per candidate. The hiring unit is responsible for approving the Travel Expense sheet and submitting documents to the Accounts Payable department. Both the Executive Director of Human Resources and the Search Committee Chair are required to approve the reimbursement. Candidates should receive reimbursement of travel expenses within two weeks of submitting the appropriate documentation. If reimbursement has not been received, the candidate should contact the hiring unit directly.

Preparing the Terms of an Offer

After the search committee decides on a candidate to whom they would like to make an offer, they will make their recommendation to the unit authority. The unit authority then makes a recommendation to the dean in a memo that includes a list of each finalists' strengths and weaknesses and a rationale for the selection of the chosen candidate.

The "[Recommendation for the Terms of Employment](#)" form should be completed in close consultation with the dean prior any offer being made to the candidate. The dean and the unit authority should consider the most appropriate approach to each of the following considerations:

1. Salary – Usually this is somewhat prescribed in advance, but there may be some flexibility.
2. Computer allowance – A new or recently acquired computer is typically provided. If the position is a replacement for an existing position, a new computer will generally be provided only if a refresh is due.
3. Course reassignment – It may be appropriate to offer a one to two course reassignment sometime during years one and/or two so that the new faculty member can launch or accelerate his/her research program.
4. Relocation reimbursement – A nominal amount may be awarded, depending upon distance of the move. Moving expense documentation is required for reimbursement. The unit authority should contact General Accounting for instructions concerning reimbursement.
5. Start up – A start-up package might include equipment, material, supplies, travel/professional development funds. The time frame, usually one to two years must be specified. Start up packages must be approved by the dean and are typically only awarded in special circumstances.
6. Summer class – While summer employment cannot be guaranteed, when appropriate the hiring authority's intention to offer a summer teaching assignment dependent on instructional needs, course demands, and fiscal constraints can be indicated.

NOTE: Course reassignment, start-up, and relocation reimbursement are generally not appropriate for contract renewable faculty hires.

Contacting the finalist with a proposed offer

The unit authority consults with the dean through the process described above concerning the proposed elements of the offer prior to contacting the selected candidate. With the dean's approval, the unit authority makes contact.

If the candidate accepts the terms of the offer, the following items must be submitted to the HSS Dean's Office:

1. Position File
 - a. [Position Finalist Form](#) – to be completed by unit authority. This is used to identify finalists and recommend to whom the position should be offered.
 - i. Recommendations for Terms of Employment form
2. Finalists' Files (The Dean's Office does not need files for all candidates, just those of the finalists.)
 - a. Hard copies of all files for those listed on the position finalist form. To include:
 - i. [Applicant Check List Form](#) – tracking form for each finalists.
 - ii. Additional submitted finalists' materials – all items not submitted on-line such as transcripts, letters of recommendation, reprints.
 - iii. All written correspondence with the candidates – include copies of email exchanges.

- iv. All screening materials – search committee screening forms, responses to phone/Skype interview questions, referee responses to interview questions, response to on-campus interview questions, etc.

If the candidate withdraws or does not accept the terms of the offer, the unit authority must submit the required forms and memos and discuss the terms of an offer for a second or subsequent candidate with the dean prior to making another offer.

Making the Official Offer

Only the provost is authorized to make an official offer; the unit authority recommends a proposed offer to the dean; the dean recommends to the provost. The letter of intent memo and the addendum letter are sent to the provost to provide the context for the offer. The provost sends an official offer letter to the candidate.

Closing a Search

After there is a verbal commitment from the person selected for hire, the closing forms and information described below are sent to the Dean's Office. The Dean's Office will then forward required search materials to Human Resources. The same forms and items are required if a search is to be closed without filling the position.

The successful candidate should be notified by the unit authority that original transcripts are required within one month of hire.

Completed by Search Committee AAEO

1. **Candidate Exit Interview Questions** – to be completed for each candidate invited for campus interviews as soon as the interview is concluded and before the candidates leave campus. [Candidate Exit Interview Form](#).
2. **AAEO Closing Sheet** [AAEO Closing Sheet](#)

Completed by Search Committee Chair

1. **Search Chair Closing Sheet** – include the completed form and attachments with the finalist files. The Unit authority will submit these materials to the Dean's office. [Search Chair Closing Sheet](#)
Each item must be included.
 - a) Number of finalists and all finalists' files.
 - b) Total number of applicants.
 - c) Published recruitment ads – both print and electronic.
 - d) Selection criteria used and screening criteria sheets for all applicants from each search committee member.
 - e) Completed interview questions from each search committee member or interviewer. Include both phone and in-person interview questions.
 - f) Minutes of committee meetings.
 - g) Sound evidence why the background/qualifications of minority persons/women were considered inadequate. This information is gathered through interview questions, committee minutes, and completed rating scores/sheets.
 - h) Sound evidence that the person selected has the background, training and potential based on all available evidence that promises a performance superior to all other applicants. This information is gathered through interview questions, committee minutes, and completed rating scores/sheets.

Please make sure that the candidate knows that he/she must submit official transcripts and have a *curriculum vitae*/résumé, as these will be used to start the UNC Personnel file. If you have any questions, please consult Deborah Lewis, Deborah.Lewis@unco.edu, (ext. 2706) or Julie Nava, Julie.Nava@unco.edu, (ext. 2621).

Note: Timely notification to the unsuccessful applicants is essential. This should be done by letter, and in the case of interviewed candidates, may additionally be done by phone once selected candidate has accepted UNC offer.

Faculty Search Forms

Initiating a Search

Position Authorization Form ([PAF](#)).

[Search Committee Overview](#)

[Recruitment Plan](#)

[Advertising Guidelines](#)

[Recruitment Plan](#)

[Required Elements](#) (Vacancy Announcements)

[Vacancy Announcement](#) (sample)

[Short Vacancy Announcement](#) (sample)

[Charge to Search Committee](#) sample is provided here.

[Candidate Ranking Sheet](#)

During A Search

[Applicant Check List Form](#) will be helpful in this process.

[Screening Criteria](#) (sample)

[Phone Interview Guidelines](#)

[Interview Pitfalls](#)

[Sample Reference Check Questions](#)

[Sample Interview Questions](#)

[Requirements for Hiring International Faculty or Staff](#)

[Sample Interview Response Form](#).

[Travel Authorization Form](#)

[Travel Expense Form](#)

[W9 form](#)

Supplemental Resources

[Human Resources Hiring Guide](#) – UNC information that supplements this guide

[Human Resources Hiring Procedures](#) - information from HR

[AAEO Guidelines](#) – information from HR

Recommendation for the Terms of Employment form for a Base Funded Faculty Member, College of Humanities & Social Sciences

Program: _____ Candidate: _____

IMPORTANT: The candidate is legally authorized to work in the United States: YES ☐ NO ☐

The candidate has in hand all degrees listed as required qualifications of the position: YES ☐ NO ☐

If 'No' what are the parameters for completion _____

Recommendation	Element	Notes
	1. Salary	Specify 9 or 12 month; address any unusual aspects of compensation. If degree completion is pending, salaries for the two scenarios are often identified.
	2. Position start date	Generally the first day of faculty contracts – for 2014: Aug. 18, 2014
	3. Rank and tenure - academic rank (INST, LECT, ASST, ASSOC, PROF) - tenure status (CR, TT) - years of credit for rank +/- tenure, if applicable	If degree completion is pending, ranks for the two scenarios are often identified.
	4. Start-up package (if applicable)	Might include: equipment, materials, supplies, travel/professional development, etc. <i>Specify time frame for expending start-up funds (normally within two years).</i>
	5. Computer	A computer will be provided. <i>(Though it may not be a new unit)</i>
	6. Relocation reimbursement	Relocation expenses of up to \$2,500, dependent on distance, will be covered by UNC. Documentation of relocation expenses will be required.
	7. Modified teaching load assignment during probationary period, if applicable.	Up to two 3-credit course reassignments from teaching to scholarship to be taken during the first two years of employment will be covered by HSS. Reassignments are to be determined in consultation with the department chair/school director

	8. Summer teaching opportunities	Note that we cannot guarantee summer teaching employment, which is always dependent upon our instructional needs, course demand, and fiscal constraints.
	9. Deadline for the candidate's response	Should not exceed one week absent discussion with and approval of dean.