UNIVERSITY OF NORTH ALABAMA

ONLINE EMPLOYMENT SYSTEM INFORMATION: INTERIM HIRING MANAGER AND SEARCH COMMITTEE RESOURCES, RECRUITMENT, AND HIRING GUIDE

The external recruitment and selection process for open faculty and staff positions is ultimately governed by the Protocol for External Faculty/Staff Searches. The goal of the process is to recruit and retain a diverse and highly-qualified staff and faculty who demonstrate excellence in teaching, scholarly activities, and public service. This process is facilitated by the Office of Human Resources in collaboration with the Division of Diversity, Equity, & Inclusion. The policy covers all recruitment and selection activity for external searches for full- time, regular faculty and staff positions.

The below information is a resource guide for hiring managers and search committees to use during all the stages of the recruitment process. It integrates the core requirements and advice contained in the Protocol with the operational steps and best practices needed to ensure a successful search. If you have any questions or would like additional information/resources please contact Human Resources at employment@una.edu or extension 4291.

Recruitment Process

The recruitment process begins once there is a position vacancy due to resignation, separation, or the creation of a new position. Once a hiring manager* receives notice of one of these actions, the hiring manager should then contact Human Resources at employment@una.edu to request a copy of the current job description, update the current job description, or create the job description of the vacant position; begin the electronic Requisition to Replace or Fill a NEW position, request the creation of the posting in the Online Employment System (OES), and indicate advertising sources and search committee members' names and email addresses. Please see below for more details. These items are also contained on the Interim Hiring Manager's Checklist.

The term "hiring manager" refers to the cost center head in the department/office in which the vacancy exists and/or the individual to whom the successful candidate will report.

- Creating, updating, or modifying the job description for the vacant position is one of the first steps required in the beginning of the staff recruitment process. Although position descriptions are not required for faculty positions, it is recommended that Human Resources provide you with the existing position summary for the vacant position, if applicable. The job description template should be used in the preparation of the updated (or new) position description. For faculty postings, a position summary is needed which provides the details regarding the position and its function within the department as well as the minimal and desired qualifications.

  A staff job description should include the following:
  - General Description: Position overview that identifies purpose and objective of the job.
  - Essential Job Duties: The tasks, duties, and responsibilities of the job.
  - Additional Duties: Tasks and duties that are considered occasional and non-routine.
  - Knowledge, Skills, and Abilities: Those knowledge, skills, and abilities needed to be a successful incumbent in the position after training has taken place.
  - Minimum Qualifications: Minimum education, experience, knowledge, skills, training, abilities, etc. needed to successfully obtain the position. (These items will be used to create disqualifying questions within the posting to screen applicants that do not meet the posted qualifications.)
  - Licenses, Certifications, and Registrations: Required credentials to perform the essential duties of the position, if any.
  - Essential Physical Requirements (optional): Physical requirements necessary to perform the essential duties of the position.
  - Special Vision Requirements: a listing of vision requirements necessary to perform the essential duties of the position.

- o Environmental Working Conditions: a listing of the environment(s) in which the position may function. Include possible work environment hazards as appropriate.

- Once the requisition to post has been approved and the job description has been created or updated, the hiring manager should initiate the job posting process by emailing Human Resources at employment@una.edu to provide the information needed to prepare the posting. For the preparation of the posting, Human Resources will need the following pieces of information from the hiring manager. These items are also contained on the Interim Hiring Manager's Checklist:
  - o A listing of the required documents needed from each applicant -
    - ▪ For faculty positions, the minimum requirement is a cover letter, resume/CV, reference list with contact information for at least three professional/academic references, official/unofficial transcripts, and a one-page diversity statement. Optional documents could include a teaching philosophy, statement of research interests, previous student evaluations, portfolio, etc. To change the document requirements for faculty positions, the Provost's office must confirm.
    - ▪ For staff positions, depending on the position type, suggested documents include a cover letter and resume. For positions at the Director level or above, a one-page diversity statement is also required.
  - o A list of the search committee members with their email addresses, identifying the committee chair. Please note that the Protocol requires a committee makeup of at least 5 members, at least one of whom reflects diversity.
  - o The desired posting period for the position. The minimum required posting period is seven days. While "Open Until Filled" is an option and is commonly used in faculty searches, please note that, once posted, this option cannot be changed. Human Resources can provide advice as to appropriate lengths of time for posting particular positions.
  - o A list of desired advertising sources. Unless requested otherwise by the hiring manager, Human Resources will advertise the position in the following standard publications/sites:
    - ▪ For Faculty positions: The Chronicle for Higher Education (online version), InsideHigherEd.com, HigherEdJobs.com, Insight Into Diversity, Handshake, the UNA Email Digest, SREB, PhD Project (if applicable), requested discipline-specific and/or diversity-focused advertising locations, and appropriate social media outlets;
    - ▪ For Staff positions: The Times Daily, AL.com, InsideHigherEd.com, HigherEdJobs.com, the email digest, and appropriate social media – depending upon the scope of advertising needed (local/regional/national);
    - ▪ The hiring manager may request additional advertising such as trade publications, professional associations, and websites. Upon request, these advertisements will be placed by Human Resources. In addition, the hiring manager may request that a PDF version of the posting/advertisement be created for distribution to email contacts and listservs. Also, the Division of Diversity/Equity/Inclusion has developed a listing of various diversity publications/sites for reference.

- Once the above information is received and processed, the posting is prepared, posted, and advertised accordingly.
  - o Once the position is posted, an email digest entry will be entered, advising all employees of the posting, and requested advertising will be placed.
    - ▪ At this time, the search committee chair should schedule the first search committee meeting and should invite a representative from the Division of Diversity, Equity, and Inclusion.
    - ▪ At the first search committee meeting or before, all members of the committee must complete the electronic Confidentiality Agreement for Recruiting. This electronic form is then routed to HR for acceptance and documentation.

Applicant Review and Hiring Guide

The applicant review and hiring guide is intended to assist hiring managers with understanding the systematic process of reviewing applicants and candidates. The information below outlines the steps that should be taken while reviewing applicants and interviewing candidates.

Screening Applicants

Applicants must meet all of the minimum qualifications that have been specified in the job description to become a candidate for the position. Human Resources will assist with the initial screening of applicants via disqualifying questions in the OES. However, some applicants may provide erroneous information in the application process which causes them to be listed as qualified candidates when they are not. Therefore, an initial screening of all applicants relative to the minimal qualifications by the hiring manager and/or search committee is a necessary first step.

Evaluating the Applicants

Once all applicants have been verified as being minimally qualified, evaluation of applicants should take place to compile a list of applicants who have a realistic chance of being selected for the position. An initial application review rubric is recommended for selecting applicants to be interviewed. The rubric should include objective factors over and above the minimal qualifications and should facilitate the ranking of applicants based on their level of skill, knowledge, ability, and experience. A rating scale should be used to evaluate each factor, and each search committee member should have the opportunity to independently evaluate each applicant. The search committee chair should then tabulate an average score in each factor for each applicant.

Please see below for application review rubric examples:

- Example Staff Application Matrix
- Example Faculty Application Matrix

The results from the completed rubric should be reviewed by the committee, and a group of initial finalists should be determined based on their rubric scores. For some positions, the list of initial finalists can be quite lengthy, so an off-campus, concise, screening interview should be considered to narrow the pool to finalists. These initial screening interviews should be conducted by phone, Skype, or Zoom. To request interview approval, the completed matrix and the list of initial finalists should be emailed to employment@una.edu with copy to the division of Diversity, Equity, & Inclusion at ddei@una.edu. Interviews must be approved by DDEI before candidates may be contacted. When interview approval has been granted, an email will be sent to the hiring manager advising him/her of such. Interview approval covers both phone/Skype/Zoom interviews and on-campus interviews. Interviews should not be scheduled until approval is obtained. While it is recommended that the hiring department/office schedule interviews, Human Resources can provide assistance, if needed.

Phone/Skype/Zoom Interviews—A phone/skype interview allows the committee to determine if the candidate's qualifications, experience, workplace preferences and salary needs are congruent with the position and the University before inviting the candidate in for an on campus interview.

Things to consider when planning and arranging the phone/Skype interview:
- Schedule an interview phone/Skype/Zoom session for no more than 30 minutes;
- Review candidates' application materials prior to the interview;
- Prepare questions. To ensure the process is equitable, all candidates should be asked the same questions.

Tips for the phone/Skype/Zoom interview:
- Describe how the interview will be conducted with candidate;
- Provide a brief job preview;
- Ask questions pertaining to the resume (for example, questions about education, training, gaps in employment or change of professions);

- Ask why the person is interested in leaving his/her current position or why he/she did leave his/her last position;
- Ask one or two technical questions about the job;
- Ask one or two questions that will help you determine the interviewee's "fit" to your department, the University, and the position;
- Ask follow-up questions as appropriate;
- Ask the candidate about his/her salary expectation, if deemed appropriate;
- If candidate has indicated on the application or faculty profile that he/she is not presently legally authorized to work in the U.S., it is appropriate to inquire as to whether or not he/she will require sponsorship;
- Explain to the candidate the next step in the selection process;
- Thank the candidate for his/her time.

Conducting on-campus interviews— After the initial interviews, the search committee should compile a list of finalists for campus interviews. An additional rubric may be used for this determination, if desired, but is not required. If travel expenses are required for candidates for campus interviews, approval for expenses is needed in advance of travel arrangements. For staff positions, the director or divisional vice president should grant approval for these expenses. For faculty, the respective dean will provide approval and assistance for travel and associated expenses. Interviews may be conducted one-on-one, in a group setting, or by a search committee.

Things to consider when planning and arranging the on-campus interview:
- Plan in advance!
- Decide who will be involved in the interview process.
- Prepare questions*. Available resources:
  - Interview Inquiries that Should be Avoided
  - Sample Interview Questions for Any Position
  - Sample Interview Questions for Administrative/Office Positions
  - Sample Interview Questions for Managerial Positions
  - Diversity-Focused Interview Questions

Tips for conducting an on-campus interview:
- Greet the candidate when he/she arrives and make the candidate feel comfortable.
- Describe how the interview will be conducted with candidate.
- Ask questions pertaining to his/her experience, education, competencies, abilities and knowledge critical to performing the essential functions, duties and responsibilities of the job.
- A review of the candidate's application and/or resume/CV is critical. Discuss each position he/she has held including reasons for leaving.
- If a candidate strays from your question steer him/her back to your question.
- Ask follow-up questions as appropriate.
- Ask technical questions about the job.
- Ask mission and diversity related questions to assess the candidates' commitment to the university's values.
- Sum up what the candidate said, for confirmation and clarity,
- Provide a job preview to candidate,
- Ask the candidate if he/she has any questions,
- Explain to the candidate the next steps in the selection process,
- Thank the candidate for his/her time!

* NOTE: Remember to be consistent in the types of questions you ask each candidate. Questions asked to candidates should be open-ended and behavior-based that relate directly to the education, duties, skills and knowledge required to perform the job.

Evaluating the Candidates

Evaluation forms can be a useful tool to use while interviewing and evaluating candidates. Although not required, a rubric may be developed for evaluation of each candidate's interview. Scoring from the rubric can be helpful in developing a ranking of finalists. Please see below for an example of an interview rubric:

Example Weighted Interview Matrix

Selection of Top Candidate— After interviews have been conducted and candidates have been evaluated, a top candidate is identified as a result of his/her qualifications, abilities, skills, and knowledge critical to performing the essential functions, duties and responsibilities of the position. At this point, the candidate's references should be checked by the hiring manager and/or members of the search committee.

Reference checks must be performed on the final candidate before he/she is recommended for hire. Typically, three to five references are checked on final candidates and at least one of the references checked should be a current or former supervisor. If letters of reference were required as part of the posting, then only employment references have to checked. For best practice information with regard to reference checks, please see: Sample Reference Check Questions.

Once a final decision has been made with regard to a candidate, the hiring manager should complete the electronic Interim External Search Summary Form and follow the on-screen prompts. The electronic form will be sent via email for approval to Human Resources and Diversity, Equity, & Inclusion. In turn, Human Resources will begin the hiring proposal in the OES. The hiring manager should email employment@una.edu to initiate the hiring proposal with the following information included:

- **Staff Information:**
    - Staff positions are classified in the Staff Salary Plan according to relevant market information. The hiring manager is permitted to suggest a salary that falls within the range between the grade "minimum" and "market". Hiring above "market" is generally not permitted. Although the candidate's current salary plays a role in what the salary offer is, it is not the determining factor. To determine what a candidate should be offered, years of experience in the same position, or a very similar position, at the same organizational level is the primary factor that should be considered. For example, one year of relevant experience would generally translate to 1/5 of the range between minimum and market.
    - Hiring managers may also include a recommended starting date for a staff position, with the understanding that the recommended date may be adjusted dependent upon the selected candidate's availability.
- **Faculty Information:**
    - Faculty positions also have a market range. Faculty salaries are determined by many factors, including years of experience as determined by the faculty handbook as well as placement within the identified range according to the recommendation of the college Dean.
    - For positions beginning in the fall, typically the start date will be August 15th or an agreed-upon date provided by Academic Affairs. For positions beginning in the Spring, the Provost's office can provide the specific date.
    - In addition to the items above, the Faculty hiring proposal and new hire checklist also requires additional information and documents as required by the Provost's Office. The Faculty Request to Hire electronic form must be completed and include the following: Rank, Recommended Salary, Moving Expenses (Yes/No), Total Moving Expenses, Amount Covered by Provost, Amount Covered by College, CIP Code(s) of Highest and/or Qualifying Degree, Application Date for Tenure, Application Date for Promotion to Associate Professor, Application Date for Promotion to Professor, and for the COBT only, COBT Faculty Type.

- **The Job Offer** —Human Resources will first confirm that the job offer is within the budgeted dollars for the position before extending an offer. If a job offer exceeds the budget for the position, Human Resources will advise the hiring manager to consult with his/her divisional head to determine if additional funding can be secured to support the offer.
- Once all approvals have been obtained via the hiring proposal in the OES, Academic Affairs (for faculty) or Human Resources (for staff) will prepare an employment letter to be signed by the President or the Associate Vice President for Human Resources, depending on the level of salary offered. ***Official offers of employment with the University may only be made through a signed letter of employment.***
- **Background checks** are required by University policy and must be performed on all candidates that are offered a position at the University. Human Resources will be responsible for conducting all background checks. A criminal check will be conducted on all new employees, regardless of the position. Depending on the type of position, other types of background checks may be conducted, including, but not limited to, degree verification and financial credit checks.

A candidate accepts a position by signing the employment letter. If a candidate declines an employment offer, the hiring manager should contact Human Resources to advise of the declination and to indicate which finalist should receive the next offer. The new finalist may not necessarily be offered the same salary as the original final candidate as salaries differ based on experience and qualifications. Once a candidate has accepted the offer of employment and signed the employment letter, all candidates will be notified via email that the position was filled. It is recommended that finalists who were invited to campus to interview be notified personally (via telephone, email, or letter) of their non-selection by the hiring manager or a member of the search committee. Once signed, the employment letter will be disseminated via email to all appropriate parties.