

Utah Valley University is an Affirmative Action/Equal Employment Opportunity (AA/EEO) employer and abides by the AA/EEO guidelines in all hires. These guidelines are provided to assist hiring authorities in conducting successful searches for faculty.

This process applies to all faculty positions within Utah Valley University. These guidelines should be followed by hiring agents whenever they need to hire a faculty member for a new or vacant position.

DEFINITIONS

- **AA/EEO Representative:** a member of the search committee designated to ensure that the actions of the committee are compliant with university policy and consistent with the university's commitment to Affirmative Action and Equal Opportunity.
- **Advertisement:** a brief and enticing description of the job, department and university. It includes an affirmative action statement and tells applicants how to apply.
- **Applicant:** an individual who has submitted a formal application for a vacant position
- **Approval to Fill Form: A form** used to request permission to fill or create a position. The full title of the form is "Approval to Fill/Create a Position & Initiate the Hiring Process". It can be found on the HR website at <http://www.uvu.edu/hr/hrsforms/uvuupdatedforms/NewPositionForm.pdf>
- **Candidate:** an individual who is selected out of the applicant pool for a search committee interview or who may be a finalist for an interview by the hiring agent
- **Hiring agent:** The hiring agent is responsible for initiating and directing the search and selecting a finalist for hire. For faculty searches this will normally be the dean or dean's designee.
- **Position Description:** Legal form documenting the duties and requirements of a job. It is created and housed in the Position Description Warehouse at <http://www.uvu.edu/hr/positiondescriptions/position>
- **Posting Requisition:** Online form submitted via the applicant tracking system at www.uvu.jobs/hr. The posting requisition is approved electronically and then becomes the job posting and collection point for online applications. Some of the information on the Approval to Fill Form and Position Description is entered into this online form.
- **Search Chair:** the individual selected by the hiring agent that has responsibility for organizing and conducting the activities of the search committee in consultation with the hiring agent and Human Resources, consistent with the policies of Utah Valley University. The search chair is a member of the search committee.
- **Search Committee:** a group of people selected by the hiring agent to recruit and screen applicants for an identified position opening.

In order to keep the process as focused and self-contained as possible, specifics of the search process should not be discussed with anyone outside the search committee, with the exception of the hiring agent and other authorized administrators, until after the final selection has been made and the candidate has accepted the job offer. This ensures that the candidacy of each person is treated with the utmost confidentiality. A breach of confidentiality by a member of the search process would be considered a serious violation of professional ethics and may result in disciplinary action. It is the responsibility of the search committee chair and the designated AA/EEO representative to ensure committee members are informed of their responsibility to maintain confidentiality at the first meeting of the committee and throughout the process. All members of the search process must sign the "Agreement to Confidentiality and a Code of Ethics" obtained through Human Resources.

STEPS	ACTION TAKEN	RESPONSIBLE PARTY (IES)
Stage One: Approvals, Posting, and Advertising		
#1-Review or Create a Position Description	<ul style="list-style-type: none"> The hiring agent reviews the position description to verify that it accurately describes the current needs of the position. Current position descriptions can be reviewed in the Position Description Warehouse at http://www.uvu.edu/hr/positiondescriptions/position For help using the Position Description Warehouse see the <i>Position Description Warehouse Guide</i> at http://www.uvu.edu/hr/compensation/ If a position description does not exist, the hiring agent will create one. For help creating a position description, see <i>A Guide for Preparing Position Descriptions</i> at http://www.uvu.edu/hr/compensation/ For assistance with this step please contact the HR Compensation area at ext.6089. 	Hiring agent and HR Compensation Area
#2-Write an Advertisement	<ul style="list-style-type: none"> The hiring agent drafts an advertisement for placement in the Chronicle and other publications Advertisements must include the following elements: <ol style="list-style-type: none"> Title of the position Location of the worksite (city and state) Instructions on how to apply (HR will verify) Affirmative action statement: "Utah Valley University is an Affirmative Action/ Equal Opportunity/ Equal Access Employer". Minimum qualifications (from the position description) Enticing description of the job duties, department, and university designed to attract talented individuals to apply for the position. Expectations for contributing to student success, and a serious, engaged and inclusive university. For assistance with this step please contact the HR Employment Area at ext.8257. 	Hiring agent and HR Employment Area
#3-Complete an Approval to Fill Form	<p>The hiring agent completes sections 1-4 of the Approval to Fill form.</p> <p>Section 1. Position to Fill/Create</p> <ul style="list-style-type: none"> Fill in the title Indicate whether the position is tenure-track Fill in the position number if existing position Grade is not relevant for faculty positions <p>Section 2. Position Description/Other Materials Needed</p> <ul style="list-style-type: none"> The position description should have already been reviewed or created List any application materials that should be requested from applicants such as curriculum vitae, transcripts, etc. <p>Section 3. Proposed Funding Source</p> <ul style="list-style-type: none"> The hiring agent consults with Human Resources and the Budget Office to complete the proposed funding source information on the Approval to Fill Form. The hiring agent will need to provide the following information: <ol style="list-style-type: none"> Whether this is a change to an existing position, with proposed funding plan identified, or Whether this is an implementation of a new position, with proposed funding plan identified <p>Section 4. Required Approvals</p> <ul style="list-style-type: none"> The department chair and dean sign and date the Approval to Fill Form before it is submitted to the VPAA's office. 	Hiring agent and HR Compensation Area
#4-Submit Approval to Fill Form With Required Documents	<ul style="list-style-type: none"> The hiring agent submits the Approval to Fill form to the VPAA's office for signature with the following attachments: <ol style="list-style-type: none"> Position Description Advertisement Note: the position will not be posted before the Approval to Fill Form is approved 	Hiring agent

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	by the VPAA, Budget office, and Human Resources.	
#5-Submit a Posting Requisition	<ul style="list-style-type: none"> The hiring agent will submit a preliminary posting requisition at www.uvu.jobs/hr using information from the approved job description. For help see <i>How to Post a Job</i> on the Hiring Information page for managers at http://www.uvu.edu/hr/employment/managers.html . The hiring agent has responsibility for determining the documents to be submitted to constitute a complete application and provides the required information on the posting requisition form. The budget office will approve the posting requisition. Then HR will do a final review of the posting requisition and post it publicly. Tenure track positions are posted for a minimum of 30 calendar days. Non-tenure track posting periods vary. 	Hiring agent and HR Employment Area
#6-Advertising	<ul style="list-style-type: none"> Ad publication choices are identified in consultation with Human Resources. Human Resources is responsible for paying for advertisements in the following core publications for tenure-track searches: <ol style="list-style-type: none"> The university's hiring website (http://www.uvu.jobs) <i>The Chronicle</i> (line ad for one print issue and online for 30 days) <i>HigherEdJobs.com</i> (online) <i>InsideHigherEd.com</i> (online) <i>Women in Higher Education</i> (online) <i>Diverse</i> (online) <i>LatinosInHigherEd.com</i> (online) <i>The Hispanic Outlook in Higher Education</i> (online) <i>Department of Workforce Services</i> (online) Human Resources will pay for advertisements in the following publications for non tenure-track positions. <ol style="list-style-type: none"> <i>Daily Herald</i> (title listed with other newly opened jobs in Sunday print issue) Online with <i>Yahoo Hot Jobs</i> <i>HigherEdJobs.com</i> <i>InsideHigherEd.com</i> <i>Department of Workforce Services</i> The hiring agent is responsible to authorize reimbursement to Human Resources or to pay directly for additional advertisements. Additional advertisements may be placed by either Human Resources or the Hiring agent. The language of advertisements must be approved by Human Resources and the dean before placement. 	HR Employment Area
Stage Two: Selecting a Candidate		
#7-Select the Search Committee	<ul style="list-style-type: none"> Selection of the search committee can occur in stage one if the hiring agent wants to consult the committee on stage one responsibilities such as drafting the job description or advertisement. The dean, in consultation with the department chair, is responsible for selecting the search chair and the search committee. Considerations in selecting the search chair and members of a search committee will include: familiarity of individuals with the nature of the position and the needs of the hiring agent, evidence of mature professional judgment, representation by a reasonable cross-section of relevant reviewers (without requiring representation by all concerned parties), and potential for a conflict of interest. The search chair and search committee members should disclose any potentially significant conflicts of interest that could arise during the search process and consult with the hiring agent to determine if their service on the committee is appropriate. The search committee shall consist of <i>at least three members</i> and a search chair. Committee members may be invited from outside the hiring department to meet the minimum size. An odd number of committee members (including the search chair) is recommended whenever possible. Only employees who have been through the required <i>SafeHire</i> training are eligible to participate on a search committee. One <i>SafeHire</i> trained member 	Hiring agent and Search Committee

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	<p>shall be designated the AA/EEO representative for the committee, but all committee members share responsibility for ensuring that candidates are recommended based on relevant, job related, and nondiscriminatory criteria.</p> <ul style="list-style-type: none"> • If at any time during the search process, a significant conflict of interest emerges between an applicant or candidate and a search committee member, then the member should consult with the hiring agent to determine if the conflict is at a level that will require the committee member to recuse himself/herself. If the search chair or a majority of the search committee sense a conflict of interest exists, they may consult with the hiring agent about removing the committee member. Conflicts of interest may include such things as a close family or personal connection, a financial/business connection, a past experience of significant animosity or conflict, or some current reporting relationships where significant and imminent decisions create pressure for a “quid pro quo” in outcomes, etc. • If a committee member needs to be replaced for a conflict of interest, schedule conflict or any other reason, it should be done between steps whenever possible. • The search chair and search committee may be selected at earlier stages of the hiring process in order to provide feedback on the Position Description and advertisement. 	
#8-First Meeting of the Search Committee	<ul style="list-style-type: none"> • The hiring agent will review with the search chair and search committee the position qualifications and requirements and any specific education, skills, or experience the committee should watch for. The hiring agent will also establish a timeline and expected elements for the search process in consultation with the committee (e.g., desirability of phone interviews, need for input by various campus constituencies, etc.), identify what format should be used regarding final committee recommendations, explain AA/EEO goals, and answer questions presented by the search committee. • The search committee will identify criteria for ranking the applicants. The criteria will help the search committee to determine whether the applicant merely meets the minimum requirements, has additional relevant skills/experience/education, or has significant additional relevant skills/experience/education. The ranking of the applicants is used to establish an interviewing priority. • Criteria for the application screening should be based on things which can be assessed by reviewing the materials submitted by applicants (e.g., documentation of teaching excellence). Criteria for in person interviews should be based on things which can be assessed by observing and interacting with the candidates (e.g., clarity and presentation skills in teaching demonstration). • In this meeting or at a later date the search committee will develop a list of non-discriminatory core interview questions to be used for each applicant and follow up questions based on each applicant’s submitted materials. 	Hiring agent and Search Committee
#9- Prescreening for Minimum Qualifications	<ul style="list-style-type: none"> • Applications will be prescreened to eliminate those who do not meet the minimum qualifications. Minimum qualifications, as specified on the position description, are the minimum number of required years and type of education, and/or relevant work experience, and any required licenses or certifications. • Screening is done by a minimum two individuals from the search committee or Human Resources, as determined by the hiring agent. The hiring agent, unless he/she does not want to be involved in this step of the process, will approve the list of applicants not meeting minimum qualifications. • The search chair will indicate which applicants do not meet the minimum qualifications and send a rejection email via the applicant tracking system at www.uvu.jobs/hr following the instructions contained in <i>How to View Applications</i> at http://www.uvu.edu/hr/employment/managers. 	Search Committee and Human Resources

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#10- Screening for Interview	<ul style="list-style-type: none"> • The search committee reviews the applications and identifies the top applicants to be interviewed using the selection criteria developed previously. • Human Resources will provide options for scoring methods and example score sheets. 	Hiring agent, Search Chair, and Human Resources
#11- Preparation for Interviews and Campus Visits	<ul style="list-style-type: none"> • The search chair will obtain approval for any out-of-pocket interview related expenses per university policies and procedures. [Note: Utah state law does not allow institutional funds to be used for payment for alcoholic drinks.] • The search committee will arrange for any campus tours, transportation to and from the airport, meals, and community visits. Internal candidates must be given the same treatment as external candidates. • The hiring agent may choose to have candidates meet with other groups on campus and is encouraged to schedule a short visit with the Faculty Center for Teaching Excellence as part of candidates' campus visit. • The search committee is responsible for sending candidates, in advance of their travel, a written document about the interview process, the individuals or groups with whom they will be meeting, travel arrangements, campus tour activities, and information about the university and Utah County. The search committee should also inquire whether any special accommodations will be needed by the candidates and make any necessary arrangements. 	Search Committee
#12- Interviews	<ul style="list-style-type: none"> • Applicants may be interviewed in person, by phone, through videoconferencing, by internet or using other communication methods. The committee may conduct multiple interviews using differing methods, but all candidates at a particular stage are interviewed using the same method (e.g., committee interviews all candidates by phone, and then a second interview is done in-person for all candidates who pass the phone interview.) If multiple interviews are conducted, the hiring agent may choose to be part of the initial interview or only the on-campus interview. • All candidates are asked the same set of prewritten non-discriminatory interview questions and appropriate follow-up questions, as necessary. Candidates may also be asked specific questions regarding their application materials. Human Resources can assist in the formation of interview questions if requested. The committee may not ask questions that discriminate against protected classes as discussed in the <i>SafeHire</i> training. • Students, staff, and faculty may evaluate candidates' teaching demonstration and research presentation and provide other feedback about the candidates to the search committee and hiring agent. • Any pre-employment tests must be validated and approved by Human Resources before use. 	Hiring agent, Search Committee, and Human Resources
#13- Reference Checks	<ul style="list-style-type: none"> • Reference checks should be done for candidates, and may be conducted before or after the interviews or only on the final candidate. • References may be checked by letter or phone. • Do not contact the current employer unless written permission has been given by the final candidate. • Only solicit information concerning the candidate's knowledge, skills, abilities, and performance. • Maintain documentation of each call/contact. • Follow appropriate questioning protocols so as to not place the university in an adverse legal situation (contact Human Resources if guidance is needed.) 	Hiring agent or Search Committee

STEPS	ACTION TAKEN	RESPONSIBLE PARTY (IES)
#14-Records to be Retained	<p>The hiring agent has the responsibility of maintaining and submitting the following copies of documents to Human Resources for record keeping purposes. These materials must be held for at least three years after the search is completed.</p> <ul style="list-style-type: none"> posting requisition position description core interview questions candidate itineraries each search committee member's name, position title, race, and gender copies of all advertisements for the position pertinent applicant correspondence reference checks [do not contact the current employer, unless written permission has been given by the final candidate] summaries of telephone interviews (form to be obtained from Human Resources) list of the criteria for the application and interviews 	Hiring agent, Search Committee and Human Resources
Stage Three: Final Hiring Procedures		
#15-Hiring agent Extends an Offer	<ul style="list-style-type: none"> After a recommendation by the search committee (and possibly in consultation with them), the hiring agent will extend an offer to the final candidate and negotiate a hire date, salary, tenure or years toward tenure, rank (with explanation of duties and requirements for advancement) and other conditions of employment. Salaries and other conditions outside of pre-approved ranges and norms will have to be approved by the VPAA. The final candidate must be informed that the offer is contingent on the candidate passing the background check which investigates the following: social security number verification, criminal background, sex offender, and, financial credit check (for work performed within the areas of finance or budget), degree verification, and employment verification. No offer of employment is finalized until background checks are completed and HR has contacted the hiring agent with the results. The hiring agent will submit a draft offer letter reflecting the conditions above to the VPAA's office for approval. (Offer letter templates for each faculty rank will be available from the VPAA's office.) The VPAA's office will send an offer letter to the final candidate for signature. 	Hiring agent and VPAA
#16-ePAF Required for Hiring the Final Candidate	<p>The hiring agent completes/or approves the ePAF (electronic personnel action form) located within UVLink (<i>found in UVLink; Employee tab; Employee Services Menu; ePersonnel Action Form</i>).</p>	Hiring agent
#17-Notifications	<ul style="list-style-type: none"> The hiring agent or designee will notify the candidates they interviewed, but did not select, of the decision to hire another candidate. The hiring agent should not go into detail about why a candidate was not selected and should merely indicate another candidate was a better fit for the position. The search chair will notify applicants that were not interviewed of their status in the search. Letters or emails need to be reviewed by Human Resources before being sent. For information on how the search chair can send system emails see the <i>How to View Applications</i> document at http://www.uvu.edu/hr/employment/managers.html Any requests for information and questions about the search should be referred to the hiring agent, who will consult with Human Resources regarding the proper course of action to resolve any issues/concerns. 	Hiring agent, Search Chair, and Human Resources
#18-New Hire Orientation	<ul style="list-style-type: none"> At a mutually convenient time prior to beginning work, the new hire will meet with the designated Human Resources representative to complete the new employee paperwork process and orientation. The Faculty Center for Teaching Excellence will invite the new hire to attend Faculty Orientation in August. The hiring agent should also inform the new hire of this event and encourage participation. 	Human Resources, Faculty Center for Teaching Excellence, and Hiring agent

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	<ul style="list-style-type: none">Human Resources will also work with the hiring agent regarding the “New Employee Checklist” process.	