P&A and Faculty Recruitment Process-SCSE Version

**Revised 5/25/2018**

# Initial Approval to Begin P&A or Faculty Search

# Approval route via email: Department Head > Dean > Vice Chancellor

# a. Email request should include:

# Job Title and Job Code

# Justification of need (work to be done)

# Office space identified

# Funding source

# FTE

# Start and End dates

# *Please cc Dept Hiring manager so they are able to add approvals into search file*

b. Department prepares and finalizes [position description](https://drive.google.com/open?id=0B_PtE7INuzihQjRZYjBucElGUEk)**,** or ensures existing description is

accurate.Position Description should be representative of the final posting.

*Helpful Tip: Position descriptions should include language that reflects diversity and inclusion in*

*position duties and qualifications*. [See Examples](https://diversity.umn.edu/eoaa/samplejobdescriptions)

c. The Department Head and Search Committee Chair develop a [*Search*](http://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup034-03_engaging_a_search_committee_interview_panel_or_other_hiring_participants.pdf)[*Committee*](http://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup034-03_engaging_a_search_committee_interview_panel_or_other_hiring_participants.pdf)*,* which

screens all candidates, conducts preliminary conversations with candidates (as

necessary), prepares a shortlist of candidates to bring to campus for interviews,

interviews candidates, and makes final recommendation to the Dean.

d. Department hiring manager pulls and sends [EOAA goals](https://diversity.umn.edu/eoaa/sites/diversity.umn.edu.eoaa/files/Goal-Setting%20Tool%20instructions%20for%20website_0.pdf) to Search Committee Chair for

Chair to share with Committee

**2.) First Search Committee meeting**

a. Dean and College HR are invited to first search committee meeting to cover Implicit Bias and

search parameters.

b. Search Committee members and staff supporting the search complete the following:

* + - Review the Equal Opportunity and [Affirmative Action](http://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup034-07_affirmative_action_in_the_hiring_process_faq.pdf) or [EOAA goals](https://www.oir2.umn.edu/goalsetting/displaygoals.cfm).
    - Review the [*Equity and Diversity in the Search Process Toolkit*](https://diversity.umn.edu/eoaa/searchprocesstoolkit)

*Best Practice Note: all committee members have attended in person Implicit Bias training with Paula Pederson within the last year.*

* + - Sign the [*Confidentiality Agreement*](https://champ.d.umn.edu/sites/champ.d.umn.edu/files/forms_34_-_search_committee_confidentiality_agreement.doc) [form](https://docs.google.com/a/d.umn.edu/document/d/17-a8btOdl-aDQzMUXOhue0SiNikkfQIpi_IifrmYVHo/edit?usp=sharing)
    - Review the job description
    - Create a search plan based on the EOAA goals, showing an active pursuit of underrepresented groups

[For a](http://www.d.umn.edu/vcaa/hrap/documents/%27Pointer_Ads%27_Guidelines.pdf) [national search, position must be posted a minimum of 30 days\*](http://www.d.umn.edu/vcaa/hrap/documents/%27Pointer_Ads%27_Guidelines.pdf)(see also: #7: [Advertising)](https://policy.umn.edu/hr/recruitfacpa-proc02).

c. Chair forwards final job description and advertising plan to department hiring manager

d. Hiring manager completes the [***Position Management Form***](https://drive.google.com/file/d/0Bx94yIDteFbIR3lXQmhBblVyLWM/view) if any of the position attributes are

changing, or if a new position is being created. The Hiring manager then emails the form and

updated job description to College HR (cc UMD HR for position description approval)

who will forward to Document Analysts to enter into Position Management.

e. UMD HR verifies the position information is accurate, and they enter into Position

Management. If the position code is new or an existing code has significant changes, UMD HR will

send the position description to OHR Compensation for further review. If the position is a clone or

does not have significant changes, OHR Compensation will not need to review.

f. UMD HR emails department when position is entered in Position Management and OHR has

approved job description (if needed), UMD HR emails department that position is ready for

department to create and post the position.

# 3.) Post Job Opening in Recruiting Solutions

a. Hiring manager creates the job opening in Recruiting Solutions (the full job description will auto

populate in the “about the job” section).

* + - Cut and paste requirements from “about the job” section to “qualifications”
    - Add “about the department” if applicable
    - Add templates:
      * background check information
      * about the U of M (choose about the University of Minnesota Duluth)
      * How to Apply (customize to position needs)

Helpful wording to add: *First submit the application and then return to the “My Activities” page to attach the additional documents.*

* Add necessary contract [wording.](https://docs.google.com/document/d/1G2EnaGYamO-2qBgGkdSaZ7I463s8qZO3fOToiE0J45o/edit)
* Add HERC category (choose which category the position most closely aligns)
* Add qualification level
* Add non-smoking wording
* Preview job posting to see how it will look to the public, checking for spacing, font, and spelling issues.
* “Save and Open”. Do not add “posting destinations” at this time. You are essentially posting to nowhere by saving and opening without destinations.

b. Notes and Attachments:

Notes:

* + Approvals (copy and paste emails from Dean and HR Director)
  + Funding Source
  + Selection Criteria
  + Search Plan

Attachments:

* EEOA goals
* Ad copy

*\*Helpful Tip:* Notes section is not viewable and cannot be completed until after a job is “saved and opened”.

c.) Hiring manager notifies the College HR that: they’re ready to post and how long they’d like the

posting up for. Removal date must in accordance with [UMN Job Posting Guidelines](http://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup034-10_job_posting_guidelines.pdf) . Please

note that in order to ensure the position is available on the deadline date for the full day until

midnight, you will need to add one additional day to the posting deadline date (enter one day

after the date you would like the position to pull from the website.

d.) College HR adds posting destinations (S for Student I for Internet)

# 4.) Ongoing Committee meetings

a. Committee creates screening criteria, interview questions, and selection rubric.

Interview resources:

* [Interview Tips](https://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup035-05_interview_applicants_tip_sheets.pdf)
* [Applicant Comparison Tool](https://doc-14-ac-docs.googleusercontent.com/docs/securesc/75b27uq200aj8rbn711n4ibkaa01675j/a9snqv7ilghd6to96v1pqcq9hgnovor9/1527192000000/06268732276377673879/01149884702047349363/0B6ta4Tkj4JM2QVBpeC1rcmY0UGM?h=04319091443699990116&nonce=9e98jdjmri07i&user=01149884702047349363&hash=m8q2ueqno13tlann60f73d435kc6th6n)
* [Applicant Evaluation Form](https://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup035-06_applicant_evaluation_form.pdf)

1. **Screen Applicants and Evaluate the Pool Composition**

a. Hiring manager or Unit HR runs “UM\_RS\_EOAA\_APPLICANTS” (showing the makeup of the candidate

pool) and shares with Chair. Committee should use this report to ensure their recruitment plan was

successful in attracting a diverse pool. If not, additional recruiting resources should be considered.

b. Search Committee reviews applications using selection criteria established for the position.

After the required [posting period required](http://humanresources.umn.edu/sites/humanresources.umn.edu/files/sup034-10_job_posting_guidelines.pdf), search committee can formally meet to discuss

candidates.

# Conduct Interviews, Select Finalists and Forward Recommendations

# Search committee reviews applicants based on posted qualifications, each member making a note on each applicant (best practice: create a spreadsheet with applicant names vertical, required and preferred qualifications horizontal for consistency among committee members and across applicants).

# If skype/telephone interviews needed:

# Ensure all interviews will occur with the same media, e.g. if some applicants are only available by phone, do all by phone, not some Skype and some phone

# Committee meets to agree on Skype interview pool, creating a list of strengths and weaknesses for each applicant

# Chair sends list of strengths and weaknesses to Dean, cc’s College HR) along with the [Pool Approval Form](https://drive.google.com/open?id=0Bx94yIDteFbIUEZUYnBVNHp2YlE) (report UM\_RS\_EOAA\_APPLICANTS will be needed) Reasons for non-selection of underrepresented groups, internals and females based upon the predetermined selection criteria must be presented with the list and a copy retained in the Search file.

# College HR completes EOAA applicants to interview [spreadsheet](https://docs.google.com/spreadsheets/d/12ROGtRKVsxnOLjMrQVUVX3wvf5yxuHI7UMNpCjr21kU/edit#gid=0), comments on any disparities, and sends to Dean and Chair (please add to your search file)

* + - Skype/telephone interviews are completed
    - Hiring manager informs those applicants not selected for skype interview that they are no longer considered for hire (via Recruiting Solutions-select group, “reject and correspond”, choose appropriate letter-not minimally qualified typically works at this stage)

c. On campus interview

* + Committee resubmits list of strengths and weaknesses to Dean and ccs College HR, now including Skype/telephone interview information (if applicable).
  + College HR completes new EOAA applicants to interview [spreadsheet,](https://docs.google.com/spreadsheets/d/12ROGtRKVsxnOLjMrQVUVX3wvf5yxuHI7UMNpCjr21kU/edit#gid=0) comments on any disparities, and sends to Dean and Chair (please add to your search file)
  + On campus interviewees are approved

# Review Search Committee Recommendations

a. Department and Search Committee meet to review information and develop a hiring

recommendation.

b. If tenured position, follow the appropriate faculty university hiring processes required using

[UMN policy as an interim reference](http://policy.umn.edu/hr/recruitfacpa-proc02).

c. Search Committee makes a final recommendation the appropriate hiring authority. This may

vary by unit.

d. Once final candidate is selected, Dean determines compensation offer amount with

consideration to external and internal equity.

e. Dean or designee makes a verbal offer to final candidate contingent on the background check.

# Prepare Letter of Offer/Close File

a. If the candidate accepts the verbal offer, hiring manager prepares offer letter following campus

guidelines: [resources](https://humanresources.umn.edu/supervising-u/template-letters#hiring) (note: letters to faculty should **not** include wording regarding viewing of their

personnel file). Term faculty position template letters available on Google Drive: [0-35%](https://docs.google.com/document/d/1VjG0tEf3-uUm4oKmg4bkmMM-YJbRAD55unbV9Qic6E4/edit) [35-99%](https://docs.google.com/document/d/1TcF7QZuGvNWmQqRRKmlD_sC-aFl7l5Cu2AWRqB8kq7Q/edit)

b. Dean and Department Head review and Dean signs offer letter which is sent to the candidate.

1. **After the candidate signs the offer letter**

a. Hiring Manager completes the UMD Background Check Request Cover Shee**t** and submits it to

UMD HR/Kellina Young.

* + When UMD HR receives the completed cover sheet from the Hiring Manager, UMD HR

submits the background check request with General Information Services, Inc. (GIS).

GIS will then email the applicant with website and login instructions (through an elink)

and the applicant completes the necessary forms online.

b. If the candidate accepts returns signed offer letter and passes background check, department

notifies interviewed but not selected candidates via Recruiting Solutions (reject and correspond,

interview rejection letter) that the position has been filled

c. Search Committee Chair ensures Search file is complete. Search file retains in the Department

in accordance to UMN retention guidelines.

# Processing New Hire

a. Hiring manager works to gather [necessary paperwork for the appointment](https://drive.google.com/file/d/0Bx94yIDteFbIZUgtaVU3dktOb1E/view).

b. If the hire will teach, the [UMD Faculty Qualifications Verification](https://drive.google.com/file/d/16AjFFCfEPwH9gAbJltsddwqYxFnL2Ro-/view) must be completed in

addition to hire paperwork.

*Helpful Tip:* The candidate should not be moved beyond the status of “Offer Accepted.”

c. Once the disposition is moved to “Offer Accepted” and the hiring papers have been received,

UMD HR/Document Analysts will move the applicant using the “Prepare for Hire” function. This

function is only available (once an applicant is in the disposition of “Offer Accepted”) by either the

candidate accepting an offer online or by a manual adjustment of their disposition.

# Additional Resources:

UMD HR & EO Staff:

<https://champ.d.umn.edu/human-resources-equal-opportunity/hr-staff> UMD Posting Requirements:

# <https://drive.google.com/open?id=1G2EnaGYamO-2qBgGkdSaZ7I463s8qZO3fOToiE0J45o>

# University Template Letters:

<http://humanresources.umn.edu/supervising-u/template-letters> EOAA Employment Resources: <https://diversity.umn.edu/eoaa/?q=employmentresources>

[Faculty qualifications policy](https://drive.google.com/file/d/1o9sp7j6-fgTitT-rUDsN_8jR6NL78WNK/view):

<https://drive.google.com/file/d/1o9sp7j6-fgTitT-rUDsN_8jR6NL78WNK/view>

Components of a completed search file:

* + Pool approval form
  + EOAA spreadsheets
  + Copy of ads

Employees needing residency also require:

[Recruitment Report](https://docs.google.com/document/d/1w385exH2AbbsFVHwBBh9yu7bG_TVX9goxXw6gjVKjPA/edit)

[Final hiring recommendation](https://docs.google.com/document/d/1Whb355zXarFD7JMrkcoL30tA4LHxdvNC5D7Ju9aQqJ0/edit)