University of Utah Faculty Recruitment, Selection, and Appointment

August 2-3, 2011
## Contacts:

<table>
<thead>
<tr>
<th>Academic Campus:</th>
<th>Health Sciences Campus (COH, CON, COP, SOM, Eccles Library):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Aoyagi Bangerter, Ed.D. Director, Administration and Faculty Recruitment Office for Equity and Diversity 201 S Presidents Circle, Room 204 Salt Lake City, Utah 84112 801-581-7569 <a href="mailto:j.aoyagi.bangerter@utah.edu">j.aoyagi.bangerter@utah.edu</a></td>
<td>Jennifer Allie Director Office of Faculty and Academic Personnel UUHSC 30 N 1900 E. Room 1C047B Salt Lake City, UT 84132 801-581-5705 <a href="mailto:jennifer.allie@hsc.utah.edu">jennifer.allie@hsc.utah.edu</a></td>
</tr>
<tr>
<td>Estela Hernandez Administrative Assistant Office for Equity and Diversity 801-581-7569 <a href="mailto:estela.hernandez@utah.edu">estela.hernandez@utah.edu</a></td>
<td>Janette Cundey Administrative Program Coordinator Office of Faculty and Academic Personnel 801-587-7822 <a href="mailto:janette.cundey@hsc.utah.edu">janette.cundey@hsc.utah.edu</a></td>
</tr>
</tbody>
</table>
Agenda

• Introduction of Faculty Recruitment Toolkit and Web Resources

• Overview of Faculty Recruitment Policies & Processes
  – PeopleAdmin Workflow and Approval Process
  – Planning and Initiating a Search
  – Transitioning Applicants Through the Workflow
  – Making the Hire (Selection and Appointment EpAF)

• Exceptions to Search

• Transition Issues

• Questions?
Faculty Search And Recruitment Toolkit

The Faculty Recruitment Toolkit is a resource to be used by departmental, college, and institutional search committees and outlines a series of best practices for faculty recruitment. University regulations, rules, and procedures in effect and as interpreted by the University govern faculty recruitment and appointments.
Faculty Recruitment Resources

• Faculty Search and Recruitment Toolkit
• Faculty Search and Recruitment Best Practices Brochure
• Advertising Venues
• Availability Data
• Faculty ePAF help guide
• www.diversity.utah.edu/faculty
## Faculty Advertising Venues
- All Colleges
- Architecture and Planning
- Business
- Education
- Engineering
- Fine Arts
- Health
- Humanities
- Law
- Medicine
- Earth/Science
- Nursing
- Pharmacy
- Science
- Social Science
- Social Work
- Equity and Diversity
- Marriott Library

### National Percentages of Doctorate Recipients by Field, Race/Ethnicity and Gender, 2008

<table>
<thead>
<tr>
<th>Field of study</th>
<th>Total</th>
<th>%Female</th>
<th>%Amerind</th>
<th>%Asian</th>
<th>%AfricanAm</th>
<th>%Latino/o</th>
<th>%Multi</th>
<th>%White</th>
<th>%Unknown</th>
<th>%DOL**</th>
</tr>
</thead>
<tbody>
<tr>
<td>All fields</td>
<td>30,791</td>
<td>46.1</td>
<td>0.4</td>
<td>8.3</td>
<td>6.6</td>
<td>5.7</td>
<td>1.7</td>
<td>75.4</td>
<td>2.0</td>
<td>22.7</td>
</tr>
<tr>
<td>Life sciences</td>
<td>7,289</td>
<td>52.9</td>
<td>0.4</td>
<td>10.7</td>
<td>4.5</td>
<td>5.5</td>
<td>1.7</td>
<td>75.5</td>
<td>1.7</td>
<td>22.8</td>
</tr>
<tr>
<td>Agricultural sciences/natural resources</td>
<td>647</td>
<td>41.5</td>
<td>0.8</td>
<td>8.5</td>
<td>4.8</td>
<td>4.0</td>
<td>0.9</td>
<td>81.0</td>
<td>2.2</td>
<td>16.9</td>
</tr>
<tr>
<td>Biological/biomedical sciences</td>
<td>5,155</td>
<td>50.5</td>
<td>0.4</td>
<td>11.7</td>
<td>3.7</td>
<td>6.1</td>
<td>1.9</td>
<td>74.4</td>
<td>1.8</td>
<td>23.7</td>
</tr>
<tr>
<td>Health sciences</td>
<td>1,487</td>
<td>68.2</td>
<td>0.3</td>
<td>9.2</td>
<td>7.0</td>
<td>4.0</td>
<td>1.4</td>
<td>76.9</td>
<td>1.1</td>
<td>22.0</td>
</tr>
<tr>
<td>Physical sciences</td>
<td>4,027</td>
<td>27.9</td>
<td>0.1</td>
<td>10.4</td>
<td>2.2</td>
<td>4.1</td>
<td>1.3</td>
<td>78.7</td>
<td>2.2</td>
<td>19.1</td>
</tr>
<tr>
<td>Chemistry</td>
<td>1,227</td>
<td>94.2</td>
<td>0.2</td>
<td>11.2</td>
<td>4.1</td>
<td>5.9</td>
<td>1.8</td>
<td>75.6</td>
<td>1.9</td>
<td>22.8</td>
</tr>
<tr>
<td>Computer and information sciences</td>
<td>695</td>
<td>22.4</td>
<td>0.0</td>
<td>16.8</td>
<td>3.7</td>
<td>2.9</td>
<td>1.2</td>
<td>72.7</td>
<td>2.7</td>
<td>24.8</td>
</tr>
<tr>
<td>Earth, atmospheric, and ocean sciences</td>
<td>538</td>
<td>36.8</td>
<td>0.4</td>
<td>4.7</td>
<td>1.7</td>
<td>5.2</td>
<td>0.8</td>
<td>88.0</td>
<td>1.3</td>
<td>10.7</td>
</tr>
<tr>
<td>Mathematics</td>
<td>667</td>
<td>31.0</td>
<td>0.0</td>
<td>9.0</td>
<td>4.5</td>
<td>4.5</td>
<td>0.7</td>
<td>78.3</td>
<td>3.1</td>
<td>18.6</td>
</tr>
<tr>
<td>Physics and astronomy</td>
<td>905</td>
<td>19.4</td>
<td>0.0</td>
<td>8.6</td>
<td>1.7</td>
<td>3.1</td>
<td>2.2</td>
<td>82.3</td>
<td>2.1</td>
<td>15.6</td>
</tr>
</tbody>
</table>
PeopleAdmin – Faculty Recruitment and Applicant Tracking System

- Departments post all Faculty positions and manage candidates through PeopleAdmin
- Faculty business processes and policies are managed through system
- All recruitment data is in one place
  - No more management of SIP
  - No more need to complete applicant flow records or compliance forms
- Candidate data will be tied to Peoplesoft for transition to hire eform
PeopleAdmin – Faculty Recruitment and Applicant Tracking System

- Manages Recruitment and Selection workflow
- Faculty Positions posted online
- Faculty apply online
- Hire documentation forwarded directly to department administrator, search committee members or other reviewers
- Allows departments to opt for system to solicit letters of recommendation and have them attached to candidate application
- Search Committee Members can be set up to access their candidates materials and evaluate/rank them as needed.
University of Utah Faculty Hiring Workflow in PeopleAdmin

Once Approved by DFA – email sent to Purchasing with approval for posting
User Roles and Proxies

• University policy dictates who must approve faculty searches, recruitment and offers. Approval roles in PeopleAdmin are based on these policies.

• PeopleAdmin electronic approval will be the method of collecting these approvals.

• Proxies for approval will only be allowed in exceptional circumstances.
Planning and Initiating a Search – Advertisements

- Advertisements should include the job description as well as:
  - Desired rank or title of the position (rank may be flexible if recruiting at various levels)
  - Preferred discipline, sub-disciplines or areas of specialties
  - Specific education requirements; experience; any special knowledge, skills, or abilities needed
  - Specific duties for which an individual will be responsible
  - Position duration (include when position begins) as well as length of annual appointment (e.g. nine or twelve months)
  - Regular tenure track or otherwise
  - Deadline for receipt of application

- If department is not using a close date, advertisement should include the following language: “Open until filled”
Purchasing Requisition

• Once DFA has reviewed your posting and moved it to the next reviewer an email will be sent to Purchasing with your Position Requisition Number.

• You can then work directly with Purchasing to place advertisements
  – No DFA signature required on Requisition!!!
Planning and Initiating a Search – Advertisements

- Active Recruitment – Broadening the Applicant Pool
  - Generate a diverse list of candidates rather than merely tapping it
  - Establish and cultivate long-term relationships and connections
  - Consider moving outside the usual range of institutions from which you currently recruit
  - Draft position announcements broadly to attract the widest possible range of qualified candidates
  - Work with your Faculty Diversity Liaison to draft a position announcement that reflects the values of the University of Utah
  - Work with your Faculty Diversity Liaison to identify additional advertising sources/venues that will attract a diverse group of candidates
Planning and Initiating a Search – Opening the Position

- Log into PeopleAdmin
- Make sure your role is set to “Department Admin”
Planning and Initiating a Search – Opening the Position

You can either access a new posting through “Shortcuts” on right hand navigation or by clicking on “Postings” in Blue Menu bar
Planning and Initiating a Search – Opening the Position

1. Select “Create New Faculty Posting”
2. Select whether you are creating from title or existing posting
Planning and Initiating a Search – Opening the Position

- You may now search the database of faculty titles
- Once you have located the title you will use “ACTIONS” located on right hand side of screen to “Create From”

TIP: Do not click on the “Job Title Description” Hyperlink to Open Positions. This will open up a summary description of the job, not the posting form.
Planning and Initiating a Search – Opening the Position

• Complete the “New Posting” required information
  – Identify Division/College
  – Identify Department
  – Determine whether you will use system to solicit letters of references
  – Click on “Create New Posting”
You need to determine whether you will use PA to gather Letters of Reference as part of the initial posting.

- If you wish to have the system send notification to references provided by applicants, you need to determine at which point in the workflow the reference notification will occur.

  Change “Recommendation Document Type” to “Reference Letter”

**TIP:** If you do not set this up as part of the initial posting and determine a workflow state there is no way to manually go in and request reference letters through the system at a later point.
Planning and Initiating a Search – Opening the Position

- Posting Details

  - Fields Visible to Applicants
    - If you are recruiting for an open rank, you may enter this in the “Position/Rank” field.
    - Select “Track”
    - Paste Job Announcement text above existing text in “Text for Job Vacancy Announcement” field.
  - HSC Departments will also need to add the Organizational Values Statement (See Resources).
Planning and Initiating a Search – Opening the Position

• Posting Details
  – Fields NOT Visible to Applicants
    • Number of Positions you are seeking to fill should be added to “Number of Targeted Openings”

• Review and Edit the “Pass Message” that will be displayed to faculty applicants after they successfully submit their application.

• Please indicate if this is a replacement position, who we are replacing, and if you are aware of their reason for leaving.

• Acknowledge that you will forward Veteran’s Preference Process to the Search Committee Chair or Other Hiring Authority
Planning and Initiating a Search – Advertising Requirements

- Advertising for all faculty searches must be placed in venues that reach women and diverse communities.
- At least two such venues are required for units reporting to the Senior Vice President for Academic Affairs.
- At least one venue is required for units reporting to the Senior Vice President for the Health Sciences.
- In addition, departments must place advertisements in two additional national sources.
- For suggestions on diversity targeted sources please refer to the University of Utah “Faculty Search & Recruitment” Toolkit.
Planning and Initiating a Search – Advertising Requirements

- Click on “Add Recruitment Activity Entry” Button to open up this field
- Type in Journal/Source where you plan to recruit
- Enter “When” or Date that advertising will appear in source.
- Repeat this step until you have added all advertising activity for this posting
# Planning and Initiating a Search – Letters of Reference Requirements

If you are choosing to use the PA system to solicit references, you need to set up some parameters for this to appear on the Applicant Portal (Faculty View)

- **Toggle “Accept References”** to Yes
- **Establish** Minimum and Maximum Letters
- If you wish to add any additional instructions to letter writers, please include this in the “Instructions for Reference Providers” field. This will be added to the system email when candidates are moved to the previously stated workflow

### Reference Information

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept References?</td>
<td>Yes</td>
</tr>
<tr>
<td>Maximum Number of References</td>
<td>5</td>
</tr>
<tr>
<td>Minimum Number of References</td>
<td>3</td>
</tr>
</tbody>
</table>

### Instructions for Reference Providers

- Evaluations should refer to the following areas where applicable:
  1. National recognition;
  2. Research and its quality;
  3. Clinical expertise;
  4. How would you characterize her/his lecturing and teaching abilities?
  5. Administrative abilities;
  6. Are there specific contributions, which

Use this field to communicate additional instructions or contact information to reference providers.
Planning and Initiating a Search – Documents Required of Faculty Candidates

You will need to decide which documents the search committee/hiring authority wishes to see for all candidates.

- You can provide candidates the option of “including” these documents or you can make them “required”
- If you “Require” any documents, you must also check “Included”
- Only select “Letters of Recommendation” here if you are expecting your candidates to upload these at time of initial application
Planning and Initiating a Search –
The Position Description

• Provide prospective applicants with enough information to determine whether the position is appropriate for them

• Describe the duties, responsibilities, and commitments required

• Consider what duties are essential to the position, versus just preferred
  – Can you use “preferred” instead of “required”, use “should” instead of “must?”

• Outline qualifications (e.g., education, experience, special knowledge or skills)

• Develop broad descriptions of scholarship, experience, or disciplinary background required

• Contain no unconscious assumptions or discriminatory language

• Be flexible with arbitrary numeric measures
Planning and Initiating a Search – Documents Required For Approval of Posting

Posting Documents:

• To open a faculty posting you must attach the following documentation:
  – Letter from Chair to Dean outlining justification and funding for search
  – Position Description

• To attach these documents hover over the “Actions” to either:
  – Upload document to posting
  – Create New by using HTML editor in system
  – Choose an existing from previously submitted postings

• Once all posting documents are attached click “Next”
Planning and Initiating a Search –
Defining the Search Committee Members

You can make existing users search committee members by searching for them by typing in their first and last name or email address into the “Search” fields

- “Add” them as a member
- To identify search committee chairs you can click the “Make Search Committee Chair” checkbox prior to adding them as a member
Planning and Initiating a Search –
Defining the Search Committee Members

• For external/guest users you can add “New Search Committee Member” by filling out the “Account Information”

• New Search Committee/Guest Users require approval by DFA

New Search Committee Member

Request that someone be granted access to the system for the purpose of serving as a Search Committee Member.

Account Information

Please enter the following information to create an account for a new Search Committee Member.

First Name: Ted E.
Last Name: Bear
Email: ltbear@email.com
Username: ltbear

Submit
Planning and Initiating a Search –
Search Committee Members and Evaluation of
Candidates

• If the search committee has defined evaluative
criteria to use in the evaluation of candidates
you can set that up through the PA system
under “Search Committee Rankings”

• For assistance with this feature please contact
your respective Faculty Affairs Representative
Planning and Initiating a Search – Posting the Position

• Once your posting has been submitted and approved through the workflow, your DFA will then move posting to “Posted”

• You will be provided with a requisition number and quicklink url to provide to faculty candidates and advertising sources
Role of Office of Equal Opportunity in the Search Process

• Schedule formal training with the Office of Equal Opportunity and Affirmative Action (801-581-8365) prior to evaluating any applicants

• OEO/AA will provide information regarding legal standards and institutional practices surrounding equal employment and access and affirmative action requirements and resources available at the University of Utah including:
  – Providing accommodations for applicants with disabilities
  – Conducting applicant interviews that enable search committees to thoroughly inquire about the candidate’s qualifications and suitability for the position and to avoid areas of inquiry that may raise discrimination concerns
  – Ensuring fair employment practices by developing, monitoring, and reporting on the effectiveness of the University’s Affirmative Action Plan, which includes hiring and evaluation procedures
REVIEWING APPLICANTS –
THE APPLICANT FLOW RECORD
Transitioning Applicants

Faculty Applicant Workflow

- Under Review by Department/Committee
  - Pending
    - Interviewed Not Selected
      - Not Selected (with reasons)
    - Interviewed Not Selected Send Email when Filled
    - Interviewed Not Selected No System Email
  - On Campus Interview
    - Recommend for Hire – Begin Hiring Proposal
      - Hired (DFA Only)
    - Withdrawn
      - Candidate Declined
Screening Applicants

• Search committees should develop criteria for screening in advance of receiving applications

• All eligible applicants for the position must be screened and evaluated in the same manner using job-related criteria
Unconscious Bias and the Evaluation of Candidates

• It is important for search committee members to be aware of possibilities for bias in the screening process
  – Pay attention to the homogeneity of the search committee
  – Make sure screening criteria are established and applied equitably
  – Be attentive to assumptions about merit which may be unconsciously attached to race, class, gender, etc.
This is the applicants tab for the job posting. To view an application and move it in the workflow, click on either the name of the applicant or select View Applications from the Actions link on the right.
From the application, hover over the **Take Action on Job Application** button. The options correspond with the workflow states on the flowchart for Transitioning Applicants. Applications must be moved to On Campus Interview before they can be moved further in the workflow.
To move applicants in bulk, select the checkbox next to the names of the applicants and hover over the Actions button. Under Bulk, click on Move in Workflow.
For each applicant, select the new workflow state. If the state is one of the final workflow statuses, the Reason box will appear. Select a reason for non-selection and click Save Changes.
Veteran’s Preference Process

- Search committee will evaluate all candidates according to published criteria
  - There must be a review of application materials for any preference-eligible Veteran not placed in the top tier of candidates
  - Any preference-eligible Veteran evaluated as being among the top tier will be granted an interview
  - Any preference-eligible Veteran evaluated as being on the border of moving into the top tier will be moved into that group and interviewed
  - Preference-eligible veterans who are ranked in 2\textsuperscript{nd} tier or 3\textsuperscript{rd} tier will not receive an interview
Transitioning Applicants

• When applications are transitioned to a final status (Not Selected, Interviewed – not Selected, Hired), they will drop off the active list of applicants
  – If you switch to Inactive in your search options you can see the inactive candidates

• All applications must be transitioned to a final status – this step is in lieu of creating an Applicant Flow Record
Hiring Proposal

• When you are ready to make an offer to a candidate, move the candidate in the workflow to Recommend for Hire – Begin Hiring Proposal

• The Hiring Proposal Link will appear below the Take Action on Job Application Button
If job code is different than posted, enter proposed code here.
Hiring proposals must include the letter detailing the process of the search, recommendation of hire, and funding sources and requests from the Chair to the Dean as well as the draft of the offer letter.
SELECTION AND OFFER
Hiring Proposals Workflow

Faculty Hiring Proposals Workflow

1. Department Admin
2. Department Approver
3. Dean/Org Head
4. Director of Faculty Affairs
5. Budget Approver
6. VP Approver
7. Approved to Make Offer – Send to Dept Admin
8. Offer Accepted
9. Hiring Proposal Approved (DFA Only)
10. Offer Declined
Hiring Proposals

From: Employment@noreply.utah.edu
To: Jennifer Bangerter
Cc:
Subject: Hiring Proposal Sent for Review/Approval

The following Hiring Proposal is at the status of: Extend offer
Title: Associate Professor
Hiring Proposal Number: HP00016F
Department: 00007 - Ethnic Studies

Please login to https://utah.peopleadmin.com/hr to review/approve this hiring proposal.

Thank you.
Human Resources

Previous User Comments:
Making the Hire

• Once the official offer has been signed, the Department Approver can go back into the Hiring Proposal and using the orange Take Action on Hiring Proposal button can move it to Offer Accepted.

• The DFA will then move the candidate to Ready for ePAF status. Department Admin will receive an email notifying of status.

• The system must run overnight before the ePAF can be initiated.
Faculty ePAF Changes

• The attachments required are:
  – Curriculum Vita
  – Minimum of 3 letters of recommendation
    • SOM Departments please refer to track checklist
  – Chair Letter
  – Offer and Acceptance Letters
  – Clear for Hire (background check) email
Faculty ePAF Changes

• The Chair letter, the Offer and Acceptance letters do not need to be signed by the Dean
  – Signed by Dept. Chair and Candidate. If you wish to have your Dean and VP sign letters you will need to hand carry these to respective offices for signature

• Faculty vote information still needs to be in comments box

• A faculty ePAF help guide is available with other recruitment resources at www.diversity.utah.edu/faculty
Extending or Re-Opening the Search

- Requisition numbers for faculty searches are issued for one year.
- Extending a search beyond a year is possible if the department is still actively involved in evaluating, interviewing or negotiating with applicants.
- Closed searches can only be reopened by the DFA in extraordinary cases where a department wishes to make an offer to a candidate from the original recruitment pool.
- Extending a search by re-advertising to generate a larger recruitment pool is unallowable – this is considered a new search.
Exceptions to the National Search

• A waiver of national recruitment for a tenure-track faculty position may be requested when departments:
  – Have opportunity to offer a position to an outstanding scholar in the field,
  – Transfer an outstanding auxiliary faculty member to a tenure-track position,
  – Spousal/Partner Hire, or
  – Part of a retention package for an existing faculty member
Process: Exceptions to the National Search

1. Open Position Request for Faculty hire in PeopleAdmin portal
2. Attach Letter from the Department Chair to the College Dean detailing the reasons for the request to waive a national search and the funding sources including:
   - The benefit to the department, college and university of the proposed hire
   - The potential contribution to campus equity and diversity of the potential hire
   - The likelihood of finding a better or similarly qualified candidate if a search was conducted
3. Letter from the College Dean to Associate Vice President for Equity and Diversity (main campus) or to Associate Vice President for Academic Affairs Health Sciences indicating support of requested waiver
4. Draft of the offer letter to the candidate
5. Candidate’s CV
6. Any other supporting documentation (i.e. letters of recommendation if required by college or VP)
Process: Exceptions to the National Search

• Once Position has been approved, Department will have access to quicklink url to send to candidate

• Candidate must apply to position through PeopleAdmin portal

• Department Admin will then disposition candidate to “Recommend for Hire”

• Process “HIRING PROPOSAL” for candidate

• Once Hiring Proposal and offer letter has been accepted department may initiate hire epaf with supporting documentation and faculty vote
Process: Transition

- Beginning August 8, all new searches will be posted through PeopleAdmin.
- Current searches with complete pools will be completed in the existing system.
- Searches that are still recruiting will need to be cloned into the PeopleAdmin system and new candidates will need to apply through PeopleAdmin.
  - Candidates the department wishes to interview who applied prior to PeopleAdmin go-live will need to apply using PeopleAdmin.
Questions?