

UNIVERSITY *of* MONTEVALLO

Faculty Hiring Process and Guidelines

Step A. Search Approval and Search Committee Selection

- 1) Provost approves search. Provost may authorize the use of a consultant to aid in the search.
- 2) Department Chair, with approval from the Dean, recommends search committee membership and chair to Provost. The composition of the committee should include at least one individual outside of the hiring department and should include diverse representation. The Search Committee Chair will be designated as the Hiring Manager.

Step B. Job Posting and Applications

- 3) Department Chair completes a Faculty Job Posting Form (contact the Office of Human Resources [HR] for form) and sends to the Dean for approval; the Dean sends approved Faculty Job Posting form to Provost's Office for final approval. The Faculty Job Posting form, will include the name of the members and Chair of the Search Committee/Hiring Manager, to whom Assistant Director, Human Resources Talent Acquisitions will provide viewing access in PeopleAdmin.
- 4) The Provost's Office creates (approves) the ad copy from a draft supplied by the department chair and faculty (to include requests for copies of transcripts for all degrees completed and in progress), then emails it, in Word format, to Assistant Director, HR Statistical Reporting and Affirmative Action, along with: a) the completed Faculty Job Posting Form; b) the names of all publications in which the position is to be advertised; c) the desired publication dates; and d) the budget number to which the cost of the ad will be charged.

All faculty positions are advertised in *The Chronicle of Higher Education* and *Diverse Issues in Higher Education*; optional local publications include *The Birmingham News*, *The Birmingham Times*, and *The Shelby County Reporter*. HR also places faculty advertisements through *HigherEdJobs.com*, *HigherEdJobs.com Affirmative Action*, and the Minority Faculty Application Database (MFAD). In addition, HR will ensure the announcements are in the campus *Vallo Voice*, on the UM Website, job line, and posted on the bulletin board located outside the HR office. Ads may be placed in discipline-specific publications as well, at the expense of the department.

- 5) HR notifies the Search Committee Chair/Hiring Manager, via email, that the job posting is ready for review and approval in the hiring software system, PeopleAdmin. Approvals of the job posting are secured from the following: a) Search Committee Chair/Hiring Manager; b) Department Chair (if not also the Search Committee Chair); c) Dean; d) Provost; and e) President. Approval at any point results in the automatic submission of the job posting to the next approver. After the President's approval of the job posting, the entry is automatically submitted to HR to post live on the web.
- 6) Once the position is posted, applicants may begin applying online; only online applications are accepted.

Step C. Search Committee Training

- 7) The Search Committee Chair/Hiring Manager may schedule a training session for committee members with Assistant Director, Human Resources Talent Acquisitions to

review instructions on using the online system, PeopleAdmin.

- 8) The Search Committee meets with the Director of HR to review search procedures and EEO guidelines.

Step D. Review of Applications

- 9) The Search Committee reviews applications and determines which applicants have submitted complete applications and meet the published criteria for the position.

Step E. Semi-Finalist Interviews and Listed Reference Checks

- 10) The Search Committee conducts telephone or video interviews with semi-finalists (see Interview Guidelines—Conducting Telephone Interviews with Applicants—below).
- 11) The Search Committee checks listed references for semi-finalists (see Interview Guidelines—Conducting Interviews with References—below). Unlisted references are checked at a later point in the process.

Step F. Finalist Selection for Campus Interviews and Certification of Pool

- 12) The Search Committee identifies finalists. The Search Committee Chair/Hiring Manager updates the PeopleAdmin system to indicate the names of the candidates selected for interviews and the reasons for selection/non selection of ALL candidates. The results are then forwarded via PeopleAdmin to the HR Director/EEO Officer for certification.

It is important that the entire pool of applicants be reviewed and certified by the Director of Human Resources/EEO Officer for compliance prior to scheduling campus interviews.

- 13) Following certification of the pool by the Director of Human Resources/EEO Officer, the Search Committee Chair/Hiring Manager emails a brief report to the Provost that includes: a) the total number of applicants; b) the number of applicants who meet the minimum qualifications; c) confirmation that the pool has been certified by the EEO Officer; d) a synopsis of the qualifications of the top three candidates; e) confirmation that listed references have been checked on the top three; f) confirmation of endorsement of the finalists by the department chair and dean; and g) a request to bring a *maximum* of three candidates to campus (Only in exceptional circumstances will a department be allowed more than three campus interviews for a position and, even then, only after it has been determined that the three originally invited to campus have been eliminated from further consideration-see Step 15 below.).

Step G. Campus Interviews and Unlisted Reference Checks

- 14) The Provost approves candidates for on-campus interviews.
- 15) The Search Committee Chair contacts the finalists to notify them of the proposed salary and invite them to campus if they remain interested in the position. If one or more candidates declines the invitation, the search committee may recommend an additional candidate for a campus interview, subject to the process outline in steps 12 and 13 above.
- 16) The Search Committee organizes and conducts campus interviews. As indicated in the faculty handbook, all faculty campus interviews shall include a class presentation, preferably the teaching of a lesson.
- 17) The Search Committee solicits comments from all faculty, staff, students, and other campus constituents who participate in the process (see Guidelines for Campus Visits, below).

- 18) The Search Committee obtains permission from the top candidate(s) to contact unlisted references and checks at least one unlisted reference. **Unless an exception is approved by the Dean and Provost, the immediate supervisor must be among the listed or unlisted references checked before an offer can be extended.**

Step H. Search Committee Recommendation

- 19) The Search Committee determines its recommendation and helps the Search Committee Chair/Hiring Manager to prepare a rank-ordered list of finalists with brief notes of the strengths and weaknesses of each candidate.
- 20) The rank-ordered list is sent to the Provost along with confirmation of endorsement by the department chair and dean.

Step I. Candidate Approval and Faculty Credential Documentation Form

- 21) The Provost notifies the Search Committee Chair/Hiring Manager and Department Chair of approval of candidate.
- 22) The Department Chair submits a Faculty Credential Documentation Form for the candidate.
- 23) Once the Provost approves the Faculty Credential Form, the Provost notifies the Search Committee Chair/Hiring Manager and Department Chair to make a tentative offer.

Step J. Tentative Offer and Background Check

- 24) The Department Chair extends the tentative offer and informs the applicant that the offer is contingent upon the successful completion of a background check.
- 25) Upon the candidate's verbal acceptance of the offer, the Search Committee Chair submits, via PeopleAdmin, the name of the selected candidate to HR for a background check (reason for selection must be identified).
- 26) HR conducts the background check and notifies the Search Committee Chair of the results.

Step K. Personnel Action Form

- 27) If the background check reveals no problems, then HR completes a Personnel Action Form (PAF), which is submitted to the Dean for approval. If the background check does reveal a problem, the Director of HR will notify the department of the impact on hiring eligibility.
- 28) The Dean approves the PAF and submits it to the Provost's Office, initiating the preparation of an appointment letter. The appointment letter includes the requirement that the candidate have official transcripts sent to the Provost's Office from all institutions where the candidate earned a degree

Step L. Appointment Letter

- 29) Two copies of the appointment letter are sent by the Provost's Office to the selected candidate including instructions to sign and return one copy of the letter to the Provost's Office.
- 30) Following the receipt of the signed appointment letter from the new faculty member, the Provost and President and submit it to HR along with the signed appointment letter and any official transcripts that may have arrived.
- 31) The PeopleAdmin Applicant System will issue a carefully crafted notice to unsuccessful

candidates in the following workflow state: a) “Not interviewed not hired,” b) “Interviewed, not hired,” c) “Position closed,” and d) “Position closed without a hire.” The Hiring Manager will personally inform unsuccessful finalists, by phone, that the position has been filled. (Thank the individual for his or her time and interest in UM. Explain that while they were among our top-tier candidates, the position was offered to the candidate whose knowledge, skills, abilities, and experience most closely aligned with the requirement of the position as advertised. Extend best wishes.)

32) HR removes job posting from the web and processes paperwork.

Step M. Orientation

33) HR contacts the new faculty member and schedules an orientation session.

34) Further orientation is provided by the Malone Center for Excellence in Teaching in advance of the faculty member’s first term of teaching.

General Guidelines

Recruitment of Candidates from Varied Backgrounds

The Search Committee is encouraged to take aggressive steps to reach to candidates from varied backgrounds and experiences. For example, the committee can directly contact Ph.D. candidates and faculty with varied backgrounds and experiences at other institutions to inform them of vacancies and to invite their application.

Recruitment of International Candidates

The University of Montevallo does not discriminate against job applicants based on their national origin or citizenship or immigration status. Because of the costs associated with visa sponsorship/transfer, the University typically will not sponsor applicants for a work visa or transfer of an existing visa. No commitment for visa assistance and/or sponsorship can be made until a thorough search is conducted, including a proper and methodical review of all applicants.

Americans with Disabilities Act (ADA)

Title I of the Americans with Disabilities Act (ADA) prohibits discrimination in employment against a qualified individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the job.

Disability is defined under the ADA as a substantial impairment of a major life activity. The ADA provides the qualified disabled applicant or employee with the right of reasonable accommodation and protection against discrimination in the terms, conditions, and privileges of employment. Other than the determination of disability there is no eligibility required for ADA protection. Thus, applicants as well as employees are protected.

The EEOC has outlined the procedures and factors to consider in the reasonable accommodation process. There is no precise definition of reasonable accommodation; therefore, accommodation should be discussed and determined through interactive dialogue. The employer is entitled to documentation of the disability and need not provide the employee with the exact accommodation requested by the employee if there is a less expensive but effective accommodation. In all cases, reasonable accommodation must be determined on a case-by-case basis.

Screening Candidates

The Search committee will determine how the candidates' files will be reviewed depending on the number of candidates, the time available, and the number of committee members. Whatever procedure is chosen, it is essential that all committee members agree upon and adhere to the same screening criteria for all candidates. Any procedures (i.e., discussions with references or evaluations of written materials) used to select or screen candidates must be applied uniformly to all candidates.

The first screening is for minimum qualifications; any candidate not meeting the minimum qualifications will be excluded. Letters should be sent to the individuals who did not survive the first cut, thanking them for applying and letting them know that they are not among the finalists. At subsequent steps in the screening process, the committee should notify other candidates of their status. This is a matter of professional courtesy and good public relations.

After the first screening, every committee member should read and rate the files of those candidates meeting the minimum requirements of the position.

Interview Guidelines

Conducting Telephone/Video Interviews with Applicants

- The Search Committee should develop a list of common questions to be asked of all applicants to ensure consistency in the interview process and to form a basis for comparison of candidates' qualifications. The Committee should also determine any specific questions that should be asked of individual applicants. All questions must be job related and not personal in nature.
- To ensure fairness and to comply with the law, Search Committee members must avoid asking inappropriate questions. See HR document, "Conducting an Effective Interview" for permissible and impermissible inquiries.
- Search Committee members should review each file prior to the telephone/video conversation with the applicant so the interview time can be used to expand on the information about the candidate, not merely repeat the information already available.
- Establish a relaxed tone for the interview from the beginning. Open with a question the applicant can easily answer.
- Ask open-ended questions to encourage the applicant to give full, detailed responses. Avoid leading questions or statements that suggest the reply the applicant should give.
- Ask for elaboration if the applicant's response is unclear or vague. ("Please give an example." "Tell us more about___.")
- Allow time at the end of the interview for the applicant to ask questions.
- Keep detailed notes on each interview conducted.

Conducting Interviews with References

- The Search Committee should call several listed references for each finalist prior to inviting candidates to campus.
- Ask the reference to verify dates of employment, job responsibilities, and job performance. All questions must be job-related.
- Use the interview as an opportunity to learn more about the candidate rather than to have the reference merely summarize what he or she wrote in a letter of recommendation.
- Ask specific, pointed questions, but also give the person being interviewed an opportunity to furnish further information ("Is there anything else you believe the search committee needs to know?" "Is there anyone else I should call?")
- Unless an exception is approved by the Dean and the Provost, one reference should be the candidate's current or a recent supervisor. In talking with a supervisor, ask if the person would rehire the applicant.
- Keep detailed notes on each reference interview conducted.

Guidelines for Campus Visits

Allowable Expenses

- Airline tickets should be purchased **by the candidate** as far ahead as possible to reduce airfare.
- Visits should usually be limited to one overnight stay. Requests for longer visits must be approved *in advance* by the Dean and the Provost.
- No dependents' expenses will be covered.
- **Meals** – The following rules have been established to maintain search procedures that are equitable and fiscally responsible:
 - A search committee, or subcommittee (typically comprising no more than three members), may entertain a candidate for meals as part of the campus interview process. Such meals would not extend to the candidate's family or traveling companions. Venues are not restricted to campus or local eateries.
 - Allowable reimbursement(s), per candidate visit, shall include:
 - **Breakfast AND/OR lunch**, not to exceed at total of \$75.00, not including reasonable delivery/set up charges, reimbursement for applicable tax, or gratuity. (Gratuity is reimbursable up to 20% of the subtotal of the bill.)
 - **Dinner**, not to exceed a total of \$125, not including reimbursement for applicable tax or gratuity. (Gratuity is reimbursable up to 20% of the subtotal of the bill.)
 - Extenuating circumstances requiring a deviation from the above stated rules requires prior approval of the Provost.
- Mileage expense incurred by a Search Committee member for travel to and from the airport to pick up and return a candidate will be reimbursed at the current mileage rate.
- If a candidate chooses to travel to campus by personal automobile rather than by plane, he or she will be reimbursed for the total number of miles travelled at the current mileage rate as long as it does not exceed the cost of an airline ticket. (See Mileage In-Lieu of Airfare Worksheet on Page 9.) (Determine distance using MapQuest or Google Maps and attach information to Request for Payment form.)
- The University has secured special rates with Candlewood Suites in Alabaster and with the Hampton Inn in Calera for business-related accommodations. Business Affairs personnel can set up the reservations and attend to the billing aspects. Please send an e-mail to: Travel@montevallo.edu for assistance.
- Following the visit, a Request for Payment form should be submitted promptly to the Provost's Office for each person to be reimbursed for search-related expenses along with receipts for those expenses. [Indicate 10598-7205 as the Account Number on the form, which will be signed by the Department Chair (or Dean for searches in the Stephens College of Business) and then by the Provost.]

Features of Campus Visits

At a minimum, the following meetings and activities should be included in each campus visit. Copies of the candidate's vitae should be provided to all those who are involved in interviews.

- Page | 7 • Meetings with as many department members as possible

- Meeting with the Search Committee
- Separate meetings with the Department Chair and the Dean
- Oral Presentation required (sample lesson taught, presentation on scholarship or creative endeavors, etc.) Search committees are responsible for determining that candidates are proficient in spoken and written English.
- Meeting with the Provost (half hour)
- Meeting with Human Resources Staff

Campus Tour (perhaps conducted by a student)



**UNIVERSITY of
MONTEVALLO**
TRAVEL AUTHORIZATION

Mileage In-Lieu of Airfare Worksheet

If you plan to drive your personal vehicle to your destination, attach this worksheet to the Out-of-State Request for Travel Authorization form.

1. Include a photocopy of a roundtrip economy flight expense to your destination with your Travel Authorization before submitting for approval.
2. By use of Map Quest, Google Maps, etc. determine the roundtrip mileage between your work base and your destination and enter below. Include this also with your Authorization.
3. Add the roundtrip airfare, airport parking, and the mileage between your work base and your airport destination, and estimated ground transportation at your destination, and other factors (see below) to determine your airfare in-lieu of mileage.
4. After completing this worksheet, select the **lower** of the two projected amounts for flying or driving.
5. If projected flying expenditures are less than driving a personal vehicle, driving is still permitted, but the total transportation expenditure is limited to the airfare projection.

For personal vehicle mileage to/from destination, multiply the number of miles by the current IRS reimbursement rate.

$$\frac{\text{Miles}}{\text{Miles}} \times 0.67 = \frac{\$0.00}{\text{Expense Amount}}$$

Will there be more than one employee traveling to the same destination in the same vehicle?

Yes No

If yes, please list the names of UM employees below. (Several employees in the same personal vehicle may be the least expensive option over each employee flying to the destination.)

Roundtrip Airfare		
Airport Parking (days x \$10 per day)		\$0.00
Mileage to/from Airport (miles x 0.67)		\$0.00
Ground Transportation		
Other Expense (cost of shipping a large item)		
Total		\$0.00

Traveler

Date