ALVSCE Hiring Process

Hiring the best candidate to meet the current and future needs of a unit and achieve strategic goals for ALVSCE has never been more important. Human resource studies suggest that the cost of hiring the average new employee is about 25% of the cost of the annual salary of the position. This cost includes recruitment, hiring, average startup costs (e.g. moving, computer, furniture, etc.), training, and mentoring. The costs for a tenure or continuing track faculty member can be much higher because of startup package requirements.

With ever less state funding, hires that don’t work out or are a poor fit divert needed resources from the mission. The College investment in an employee’s salary and ERE over a 25 year career ranges from $1.25 million for entry level staff to upwards of $4 million for senior faculty. Great care and thought must be put into each and every position and hire.

The goals of this procedural guidance are to:

* Identify the needs of the position to craft an appropriate position description
* Ensure a **strong** and **diverse** candidate pool through **active** recruitment techniques
* Recognize and avoid unconscious biases that influence hiring decisions
* Utilize best practices to minimize legal and human resource risks; ensure compliance; maintain confidentiality of candidates during private periods of the search process
* Hire the very best candidate that meets the needs of the unit and ALVSCE

**The Dean’s approval is required prior to posting a position or convening a search committee for all:**

* **Tenure/continuing track positions;**
* **Career-track and positions contain “Professor” in the title;**
* **Chapter 5 administrative appointments, regardless of funding;**
* **Any faculty position, including Career-track and Multi-year, regardless of funding;**
* **And positions funded from a college funding line (CALS or CES).**

Tenure and continuing track positions must receive approval from the Provost through the yearly [hiring plan](https://cals.arizona.edu/cbs/sites/cals.arizona.edu.cbs/files/ALVSCE%20Hire%20Plan%20Step%20by%20Step%20Process.pdf) process. This approval will be sought by the Dean.

To ensure compliance with applicable policies and avoid unnecessary risks and grievances, all ALVSCE (Faculty, Classified Staff and Appointed Personnel) positions must be posted in UACareers. Positions that will be Tenure/Tenure Eligible, Continuing/Continuing-Eligible, Career-track (which includes any “Professor” title), and Academic Advisors or positions paid by the college must be submitted thru ALVSCE Division Business Services. All other positions can be submitted directly from the unit to Human Resources. The exceptions to this are promotions or reclassifications within the same unit that do not involve faculty or chapter of service jumps. Below are steps for hiring new college positions.

# Confidentiality

All employee searches should be kept confidential and discussed only with the members of the search committee, Dean, and/or Dean’s delegate during the applicant phase of review. Once there is a formal candidate pool, the committee chair should seek permission from the candidates (preferably in writing) to disclose their names publically as finalists. This preserves the applicants’ privacy. Some searches may be conducted confidentially throughout the entire process due to the potential that a public phase would discourage applicants.

# Faculty Positions (CE/C or TE/T) – College Funded Positions

1. All tenure/continuing track employees, and those funded from a college funding line (Teaching/Research or Cooperative Extension), must be approved by the Dean and Provost prior to posting a position or convening a search committee.
2. The Dean or designee will appoint a search chair, who will convene a search committee in consultation with the Dean or designee.
3. Search committees for tenure and continuing track positions must follow rules set by the Provost's Office to increase and expand the **diversity and strength of the candidate pool**. These rules can be found [**on the Faculty Affairs website.**](https://facultyaffairs.arizona.edu/content/about-recruitment).
4. The Dean, designee, or search chair will develop a job description and a position posting with appropriate shared governance consultation from the search committee. The search chair may be the Dean’s designee. All position postings will be reviewed and approved by ALVSCE Division Business Services before being routed to the Provost, and HR for posting in UACareers.
5. The correct recruitment strategy should be used to obtain the strongest candidate pool (e.g. advertising nationally, in trade publications, locally, headhunter, etc.). Additional assistance for **recruitment strategies** is available from **the Division of Human Resources in the office of Recruitment and Outreach.** Please contact them at **520-626-3089.**
6. Once the position is posted and the review date has passed, applicant review may begin. A **skills rubric should be developed by the search chair, in consultation with the committee, so as to fairly and uniformly review** all candidates’ materials. The rubric also helps to avoid conscious and unconscious biases, and provide support for the decision if an applicant were to file a grievance. ***NOTE:*** *these rubrics and all materials used to assess candidates (including handwritten notes) are to be retained as part of the legal documentation of the search for up to three years per Office of Institutional Equity (OIE) guidance.*
7. Search committees are encouraged to utilize Skype, tele and videoconference interviews prior to bringing employees to campus for a live interview.
8. Prior to making an offer, please send a hiring form, draft offer letter, employees’ application, CV and letters of reference or other required documents to ALVSCE Business Services for final approval. Evidence of tenure or continuing at the candidate’s previous institution may also be required. Requests should include all startup package expectations and funding sources, if any. ALVSCE Business Services will seek approval from the appropriate EC mission leader before forwarding the hiring package to the Provost’s Office for final review and approval.
9. Tenure track and Continuing track positions will require the unit to complete the Offer part of the Recruitment, Proposal and Offer (RPO) process in Manager Self-Service. The draft offer letter (in Word format), CV, and 3 letters of reference must be attached. A completed startup commitment form should also be attached, if applicable.
10. Once the College and Provost have given final approval to make the offer of employment, the hiring unit’s business office can start the new hire process in Manager Self-Service.

# Classified Staff (including ancillary staff) or Appointed Professionals (YY or non-tenure track)

1. All faculty positions must be reviewed and approved by the Dean.
2. Staff and Appointed Professional positions are usually departmentally or soft funded (not college funded). Departmentally funded positions like these do not require the Dean’s approval. Position descriptions, selection and charge of a search chair and convening of the search committee should be from direction of the unit head.
3. Once a complete position description is developed it should be posted to UACareers using the appropriate position template. These postings can go straight to Human Resources and do not need to be routed through ALVSCE Business Services.
4. Please proactively seek a strong and diverse candidate pool using techniques found in step 3 of the previous section. Also, please seek counsel from Human Resources on recruitment strategies as outlined in step 5 of the previous section.
5. Once the position is posted and you have reached the review date you can begin the fair and uniform review of all applicants. Please utilize a skills rubric as described in step 6 in the previous section.
6. Once the unit head has granted approval to make the offer of employment, the hiring unit’s business office can start the new hire process in Manager Self-Service.

# Additional information on successful searches can be found at:

* Link: [UA HR Guide to Successful Searches](http://www.hr.arizona.edu/guide_to_successful_searches)
* ADLER, L. (2014, March 8). [Soft Skills Are Hard to Assess. And Even Harder to Succeed Without](http://www.inc.com/lou-adler/hiring-guide-soft-skills.html). *Inc.*
* DETTMAR, K. J. (2004, December 17). [What We Waste When Faculty Hiring Goes Wrong](http://chronicle.com/article/What-We-Waste-When-Faculty/10023). *The Chronicle of Higher Education*.
* HADEN, J. (2014, December 5). [5 Reasons Hiring Processes Never Attract the Best People (Like You)](https://www.linkedin.com/pulse/5-reasons-hiring-processes-never-attract-best-people-like-jeff-haden). LinkedIn.
* LORENZ, M. (2014, April 10). [Skilling Them Softly: How to Evaluate Candidates’ Soft Skills](http://www.inc.com/lou-adler/hiring-guide-soft-skills.html). CareerBuilder.com.
* MURPHY, M. Leadership IQ. *Hiring for Attitude. Research & Tools to Skyrocket Your Success Rate.* ****
* VAN DER VORM, P. T. (2001, May-June). The Well-Tempered Search: Hiring Faculty and Administrators for Mission. *American Association of University Professors*. pp34-36.