The Faculty Hiring Guide describes the recruitment and selection process for faculty and academic administrators at the University of Northern Iowa. It offers step-by-step procedures from requisition submission through offer acceptance and closing out the search. The sections of this guide describe the responsibilities of search committee members and interviewing information. For additional assistance please contact:

Scott Klahsen, Faculty Employment Coordinator
Human Resource Services
027 Gilchrist Hall - 0034
Phone: (319) 273-6110
Fax: (319) 273-2927
Website: https://hrs.uni.edu
Email: scott.klahsen@uni.edu

### FACULTY SEARCH PROCESS: A STEP-BY-STEP GUIDE

<table>
<thead>
<tr>
<th>Jobs@UNI Submission or Action:</th>
<th>Completed by:</th>
<th>Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requisition</td>
<td>Dept. Head or designee</td>
<td>Approved through workflow by Dept. Head / Dean / Vice President / Provost / OCEM <strong>HRS approves the requisition at the Provost level</strong></td>
</tr>
<tr>
<td>Advertising Copy</td>
<td>Dept. Head, search chair or designee</td>
<td>Approved by HRS / OCEM</td>
</tr>
<tr>
<td>Pre-Interview Report</td>
<td>Search committee, search chair</td>
<td>Approved through workflow by Dept. Head / Dean / OCEM</td>
</tr>
<tr>
<td>Post-Interview Report</td>
<td>Search chair</td>
<td>Submitted to Dept. Head / Dean through Search &amp; Selection Summary</td>
</tr>
<tr>
<td>Search and Selection Summary</td>
<td>Dean or designee</td>
<td>Approved by Dept. Head / Dean / Provost / Vice President</td>
</tr>
<tr>
<td>Letter of Offer with Signed Acceptance</td>
<td>Dean, accepted candidate</td>
<td>Offer letter templates pre-approved by HRS / Provost Forward signed copies of offer letter to HRS, Provost, Dept. Head and OCEM</td>
</tr>
<tr>
<td>Pre-Employment Background Check &amp; Degree Verification</td>
<td>HRS</td>
<td>Dept. emails Notification and Authorization of Credential Background Check to selected hire hrs.uni.edu/sites/default/files/documents/credential_background_form.pdf and forwards completed form to HRS for required background check.</td>
</tr>
<tr>
<td>Notification to Applicants Not Selected</td>
<td>Search chair or designee</td>
<td>Generate notification through Applicant Communication Center via Jobs@UNI</td>
</tr>
<tr>
<td>Close Requisition</td>
<td>Search chair or designee</td>
<td>Jobs@UNI – conclude search process by clicking “Close Search”</td>
</tr>
</tbody>
</table>
When a vacancy occurs within a department (resignation, retirement, promotion, etc.) the first step is to prepare a requisition through the Jobs@UNI system for approval to fill the position. First-time requisition preparers must request access through the Security Request System for the role of Jobs@UNI Requisition Preparer.

1. DEVELOP REQUISITION
Before the recruitment plan, advertisement locations and ad copy must be developed by the requisition preparer in consultation with the department head and Human Resource Services (HRS). Requests for internal-only searches must be approved by the Office of Compliance & Equity Management (OCEM).

A. Log in to Jobs@UNI through the Search Administration Login tab

B. Create new requisition or return to draft
From the Search Administration tab at Jobs@UNI, click on “Faculty, Academic Administrator or Academic Institutional Official.” To return to a requisition that has been started but not completed, click on “Search My Requisitions”
C. Define position details
Complete the position organization, title, rank, appointment status, annual salary range, and service schedule sections.

Estimated salary range must be entered. Actual salary will be conveyed to the selected candidate in the offer letter at the end of the search process. Selecting the Hide Salary Checkbox will completely remove the salary information from the online advertising for the position.

D. Define advertising details
A recruitment plan including advertisement locations should be determined by the department head and dean, in consultation with HRS. Proposed advertising sources, including online and print ads as well as electronic mailing lists, must be indicated on the requisition for approval by HRS, dean, provost and OCEM. Contact HRS for required and recommended recruiting sources as well as cost estimates. The “Ad Start Date” is the date that the job posting will go “live” at Jobs@UNI.

Enter 3-4 days from date that requisition is submitted
Leave blank to keep search posted on Jobs@UNI until filled
Minimum of 10 days from ad start date for non-temporary

E. Draft advertising copy
The advertised position’s title, description, education requirements and qualifications as entered in the requisition will be used in advertising copy. External ads attached to the requisition are reviewed by OCEM
during the approval process. HRS makes any necessary edits and formats the ad copy before placement. Final ad copy is sent to search chair for search committee’s use in sharing the position announcement with professional networks and associations.

Standard and condensed versions of ad copy may be developed to meet recruiting source space requirements. Standard ad copy may be edited by HRS and must include:

- UNI logo (inserted by HRS)
- Position’s official title, rank and department
- Primary responsibilities
- Minimum required education and qualifications (if space or cost prevents including all minimum requirements, do not list and state: “For education requirements and qualifications, please visit https://jobs.uni.edu/.”)
- Full consideration date (allow at least 10 working days): “Applications received by [date] will receive full consideration.”
- Department website and search chair’s contact information
- Application instructions: “To apply, visit http://jobs.uni.edu.”
- Background checks: “Pre-employment background checks are required.”
- Equal Opportunity/Affirmative Action statement: “UNI actively seeks to enhance diversity and is an Equal Opportunity/Affirmative Action employer. The University encourages applications from persons of color, women, individuals living with disabilities, and protected veterans. All qualified applicants will receive consideration for employment without regard to age, color, creed, disability, gender identity, national origin, race, religion, sex, sexual orientation, protected veteran status, or any other basis protected by federal and/or state law.”
- Tobacco-free campus: “UNI is a tobacco free campus.”
- Space permitting, descriptions of UNI and Cedar Falls may also be included.

The hiring department is responsible for advertising costs. Discounted ad rates are available; contact HRS for more information. After the requisition and ad copy have been approved, HRS will place online and print ads; departments are responsible for posting to discipline-specific associations, professional affiliation groups, and listservs, if applicable.

2. **CREATE AND SUBMIT REQUISTION**

A. **Propose search committee**
Search committee composition will be approved through the requisition workflow process. Committees should reflect the diversity of UNI’s campus community, including minority representation from protected classes. Consider multiple types of diversity such as age, rank, discipline, gender, students, staff, and community members. Search committee members are not officially appointed until the requisition has been approved by OCEM.

To assist with questions that may arise, add faculty employment coordinator (Scott Klahsen) and employment manager (Lisa Frush) to the names you enter as “search administrators.” For review and approval purposes, also add John Vallentine as an administrator.
B. **Send into workflow**

If department secretary is preparing the requisition, enter the Department Head as the “First Approver,” then the Dean and the Vice President as the “Last Approver.” If Department Head is preparing the request, then the Dean is the name entered in the “First Approver” section. Human Resource Services approves the requisition at the Provost level so Jim Wohlpart needs to be manually added as the Vice President. The system will automatically insert OCEM into the workflow so does not need to be manually added. After names have been entered, click “Send to Workflow.”

After the requisition is approved, the position posting will be “live” on the Jobs@UNI website within 24 hours of the “Ad Start Date” and other advertisements can be placed. Applicants must submit application materials electronically through Jobs@UNI. If an applicant attempts to apply outside of Jobs@UNI, notify the applicant that only electronic applications will be considered.
3. VIEW AND RATE APPLICANTS

A. **Open applicant pool for scoring**
Before search committee members can access applicant materials, the search chair must open the applicant pool for scoring. This one-time requirement allows all search committee members to view cover letters, curriculum vita, reference names, letters of recommendation (if requested) and any other supplemental applicant materials.

B. **View applicant materials**
From the “Search Committee Home” screen under the “Search Management Tab,” access applicant materials by clicking on the applicant’s name. The search chair may ask each committee member to rate or score the applicants based on their submitted materials and determines which scoring method will be used – yes/no/maybe or a numeric rating. As part of the application review, the search chair may ask that an optional pre-interview rating code be entered by each search committee member.

C. **Conduct phone screens**
Phone screens are strongly recommended as a mechanism for identifying candidates to invite to interview on campus. No HRS or OCEM approval is needed prior to conducting phone screens. Telephone calls can be made solely by the search chair and / or may include search committee members. Visual interviews (Skype, Zoom, etc.) are not recommended at the screening stage to avoid visible issues about the candidate that could add to biased decision making. See sample phone screen questions.

D. **Rate applicants**
The search chair is required to enter Equal Opportunity (EO) ratings for each applicant on behalf of the committee and identifies which applicants are recommended for on-campus interviews. Ratings must be entered for each applicant before proceeding. The double red arrows indicate required fields.
Submit **Pre-Interview Report**
When finished rating all applicants, the search chair prepares a Pre-Interview Report to document the applicant pool by clicking on “Pre-Interview Reports” then “Start a Pre-Interview Report” from the “Search Committee Options” page. Review the chart to ensure that in the “Action” column, the applicant(s) under consideration are coded with the number three. Allow a minimum of three days for Pre-Interview Report approval, and do not schedule interviews until approval notification is received. If additional interviewees are proposed after the initial on-campus interview pool has received OCEM approval, the search chair must submit a second Pre-Interview Report.

4. **SCHEDULE ON-CAMPUS INTERVIEWS**

A. **Determine interview agenda**
On-campus, face-to-face interviews are required. Phone screening, the use of Skype and other videoconferencing platforms do not replace the need for on-campus interviews. Prior to making arrangements with interviewees, determine the interview agenda including with whom the candidate will meet (in addition to the search committee) and for how long, whether candidates will be asked to make a presentation, who will lead the campus tour, with whom will the candidate eat meals, etc.

B. **Schedule interviews**
The search chair coordinates with each search committee member to determine availability for interviews. When contacting the interviewees, be prepared to give as many details as possible to put the candidate at ease. Give interviewees a minimum of a week’s notice to prepare and make travel arrangements, if necessary. Explain the interview agenda so that the candidate knows what to expect, and share details such as parking, location of meetings, and any supplemental materials the search committee requests the interviewee to bring.

C. **Write interview questions**
It is important for each search committee member to be aware of what interview questions can and cannot be asked. See “Inappropriate Questions and Their Appropriate Counterparts” the posted responsibilities of the position and qualifications to develop interview questions that allow the candidate to explain how their previous experiences match the essential functions of the position. Behavior-based and open-ended questions elicit more in-depth answers. See sample faculty interview questions (log in with Cat ID) and/or consult with HRS for assistance.

D. **Conduct the interview**
Iowa Workforce Development’s “Successful Interviewing Guide” is a helpful resource with tips for conducting a successful interview. Important points to keep in mind:

1. **Confidentiality.** Keep application documents confidential and share only with those directly involved in the search. Faculty or staff members whose family or close acquaintances are applicants should not be allowed to review application materials, and no applicant should be given access to search-related materials.

2. **References.** Following on-campus interviews, contact references for the top finalists from the list provided by the applicant. Take note if the candidate requests prior notification. Ask each reference the same questions, and document responses to retain with other search materials. See sample reference check form.

5. **RECOMMEND FINAL CANDIDATE(S)**

Enter **post-interview action codes**
Based on the outcomes of the search committee’s deliberations following on-campus interviews, the search chair enters rationale for selection / non-selection and post-interview action codes to specify which candidate(s) the search committee recommends to the department head and dean for final selection.

A. **Send post-interview submission** to search administrator
When all required post-interview action codes have been entered, the search chair sends an automated email to the search administrator indicating that the Search & Selection Summary can now be completed.

**B. Complete Search & Selection Summary**

The dean, in consultation with the department head, determines the final candidate. Prior to submitting the Search & Selection Summary, the dean consults with the Executive Vice President & Provost to review the proposed offer.

Prior to submitting the Search & Selection Summary, in the “Assign Workflow Approvers” section, click on “Add Approver,” select “Vice President” in the drop-down box, then click “Choose/Edit” to enter the name of the Executive Vice President & Provost as an approver.

---

**6. EXTEND EMPLOYMENT OFFER**

**A. Extend contingent offer**

Upon approval of the Search & Selection Summary and the offer letter, the dean extends a verbal offer contingent upon successful completion of criminal record check and degree verification in addition to other contingencies stated in the offer letter. If the verbal offer is accepted, use the appropriate pre-approved offer letter template to email the written offer to the candidate. If the selected candidate declines the verbal offer and more than one candidate has been recommended by the committee for appointment, the dean may prepare a second Search & Selection Summary and route it to the Executive Vice President & Provost for review and approval so that a second offer may be made. When preparing the second Search & Selection Summary, note in the “Other Comments” section the reason provided by the first candidate for declining the position (if known).

**B. Forward signed acceptance letter**

When the candidate accepts and returns the offer letter, forward a copy to HRS to initiate the pre-employment criminal background check and degree verification. HRS will contact the candidate with instructions to complete a credential release form and consent, and will report to search chair when this process is complete.
C. End advertising
Remove job posting from Jobs@UNI through the Faculty Search Committee Options link by clicking on “Manage Search Advertising.” Change the “Ad End Date” to the previous day. In the “Advertising Date Options” section, select “Standard 14 Days or Until End Date Above,” and click “Edit Search.”

7. NOTIFICATION TO APPLICANTS NOT SELECTED
Following a signed acceptance letter and successful background check, the search chair generates emailed notifications to non-selected applicants through Jobs@UNI’s Applicant Communication Center.

8. STORAGE OF SEARCH MATERIALS
Search related materials should be filed in the unit in which the search occurs for a period of three years beginning with the date the position is filled. Records of searches that are under civil rights review due to a filed complaint are to be retained indefinitely.

9. EXTENDING OR CLOSING SEARCHES
A. Extend search
Contact OCEM if the search committee chooses to extend the full consideration date to allow additional time for applications to be submitted. If approved, HRS will assist in extending the full consideration date.

B. Close search
When all applicants have been notified that the position has been filled, the search chair submits a request to close the requisition to HRS.

10. CREATE AND SUBMIT PAF FOR APPROVAL
Prepare a NEW PAF to set up the new employee once notification of an acceptable background check and degree verification has been received. Please ensure that funding for the position has been made available in the appropriate account(s) to avoid delays.