

Utah Valley University is an Affirmative Action/Equal Employment Opportunity (AA/EEO) employer and abides by the AA/EEO guidelines in all hires. These guidelines are provided to assist hiring authorities in conducting successful searches for executives.

This process applies to hiring candidates into executive positions within Utah Valley University (UVU). Executive positions under Utah Valley University’s classification structure are those positions in which employees serve at the will of the President. Policy #309-Executive Employees: Recruitment, Compensation, Termination defines executive positions as: “Vice President, Executive Director on the President’s staff or a Vice President’s staff, Dean, Associate Vice President, or Assistant Vice President or others designated to this classification.” Policy #309 further states: “The responsibility for recruitment, selection, placement and all subsequent employment actions of executive employees rests with the President of the institution. The Vice President of the affected area and the Department of Human Resources assists the President.”

The remainder of Policy #309 addresses initial job classification and salary determination, level advancements, reclassification, promotion, nonexecutive transfer, base and merit pay increases, and dismissal procedures. It does not address the search and screening process/procedures. This document provides guidelines to be used by the executive team whenever they need to hire an executive for a new or vacant position.

DEFINITIONS

- **Hiring Authority:** *an executive to whom the vacant position reports. The President identifies the positions for which he/she wishes to have joint hiring authority.*
- **Applicant:** *an individual who has submitted a formal application for a vacant position.*
- **Candidate:** *an individual who is selected out of the applicant pool for a search committee interview or who may be a finalist for an interview by the hiring authority.*
- **Search Chair:** *the individual selected by the hiring authority that has responsibility for organizing and conducting the activities of the search committee in consultation with the hiring authority and Human Resources, consistent with the policies of Utah Valley University.*
- **Search and Screen Committee:** *a group of people selected by the hiring authority to recruit and screen applicants for an identified position opening.*

In order to keep the process focused and self-contained as possible, specifics of the search process should not be discussed with anyone outside the search committee, with the exception of the hiring authority, and other authorized administrators, until after the final selection has been made and the candidate has accepted the job offer. This ensures that the candidacy of each person is treated with the utmost confidentiality. A breach of confidentiality by a member of the search process would be considered a serious violation of professional ethics and may result in disciplinary action. It is the responsibility of the search committee chair and the AA/EEO appointed person to ensure committee members are informed of their responsibility to maintain confidentiality at the first meeting of the committee and throughout the process. All members of the search process must sign the “Agreement to Confidentiality and a Code of Ethics” obtained through Human Resources.

STEPS	ACTION TAKEN	RESPONSIBLE PARTY (IES)
Stage One: Approval to Fill a Position & Initiate the Hiring Process		
#1-Initiating the Process	<ul style="list-style-type: none"> President and hiring authority (usually a Vice President or someone approved by the President or the President him/herself in the case of a position that reports directly to the President) establish a new position or decide to fill a vacant position and initiate the hiring process by completing Section A of the requisition, “Approval to Fill/Create a Position & Initiate the Hiring Process”, located at http://www.uvu.edu/hr/hrsforms/uvuupdatedforms/NewPositionForm.pdf . (This requisition will be called the “position requisition” in these guidelines.) For positions for which someone other than the President is the hiring authority, the President establishes with the hiring authority the role the President wants to have in screening and selecting the final candidate for the position. The President and hiring authority decide whether to use a search firm. The process for selecting a search firm must conform to university policies and procedures. 	President (for direct reports to the President) or President and Hiring Authority
#2-Approval to Fill a Position	<p>A. Creating a Position Description (to be attached to the position requisition)</p> <ul style="list-style-type: none"> If a current position description already exists, the hiring authority retrieves it from the <i>Position Description Warehouse</i> located at www.uvu.edu/hr/positiondescriptions, prints it, and attaches it to the position requisition. When creating a new position or changing an existing position description, the hiring authority (or designee), in consultation with Human Resources, completes a position description form found at http://www.uvu.edu/hr/hrsforms/uvuupdatedforms/PositionDescriptionTemplate.doc. The hiring authority has responsibility for identifying the criteria (minimum, preferred, and desirable) for selecting the candidates, including the educational background and work experience needed by the candidate, and identifying these criteria in the Position Description. Human Resources will be able to assist in determining selection criteria. <p>B. Identifying Application to be Submitted</p> <ul style="list-style-type: none"> The hiring authority has responsibility for determining the documents to be submitted to constitute a complete application and provides the required information on the position requisition form. <p>C. Proposed Funding Source</p> <ul style="list-style-type: none"> The hiring authority consults with Human Resources and the Budget Office to complete the proposed funding source information on the position requisition. The hiring authority will need to provide in Section #3 on the “<u>Approval to Fill/Create a Position & Initiate the Hiring Process</u>” the following information: <ol style="list-style-type: none"> Whether this is a change to an existing position, with proposed funding plan identified, or Whether this is an implementation of a new position, with proposed funding plan identified <p>D. Signatures for Approval to Fill</p> <ul style="list-style-type: none"> The hiring authority requests the appropriate signatures in the position requisition. Executive positions require the signature of the President. 	Hiring Authority, Human Resources, and Budget Office
#3-Grade & Salary Range Established	<ul style="list-style-type: none"> The hiring authority works in collaboration with the Executive Director of Human Resources (or designee) to identify benchmarking, grade placement, and salary range of the position. Final approval for the grade and salary range of the position is contingent on approvals from the respective vice president and/or President. 	President, Hiring Authority, and Human Resources

STEPS	ACTION TAKEN	RESPONSIBLE PARTY (IES)
<p>#4-Posting of the Position</p>	<p>A. Final Approval for Posting</p> <ul style="list-style-type: none"> • Upon completion of all of the information on the position requisition form, the signatures of the appropriate Vice President and President (or President only in the case of a direct report to the President) must be obtained by the hiring authority. • The form must be delivered to Human Resources and date stamped in order for posting to proceed. <p>B. Writing and Approving the Position Announcement (Ad Copy)</p> <ul style="list-style-type: none"> • Ad copy will be written using the information from the position description. The hiring authority should check with constituency groups for input regarding the language of the ad copy and ensure that the next higher-level leader approves the ad copy. • The writing of the ad copy for the position can be done by Human Resources, the hiring authority, or an outside agency. If an outside agency is desired, Human Resources will work with the hiring authority to find an appropriate ad copy writing service. The cost for the ad writing service will be approved and billed to the hiring authority. • All advertisements must comply with employment laws and policies. The advertisement must contain information about screening deadlines, duties, location, minimum qualification, appropriate salary range (if deemed necessary for the advertisement), appropriate visa information, and contact information. • All advertisements must contain the statement: "Utah Valley University is an Equal Opportunity/Affirmative Action/Equal Access Employer." • Ad copy must be approved by Human Resources and the hiring authority. <p>C. Placing the Ad</p> <ul style="list-style-type: none"> • Ad publication choices are identified in consultation with Human Resources. Whenever feasible, the hiring authority and the search chair may solicit input from the search committee regarding recruitment strategies. • Human Resources is responsible for paying for the advertisements in whatever "core" publications are determined appropriate by Human Resources and the hiring authority for a particular search. "Core" publications for which Human Resources will be responsible for paying advertising costs for national searches for executives include: <ol style="list-style-type: none"> a. The university's hiring website (http://www.uvu.jobs) b. <i>The Chronicle of Higher Education</i> (or other nationally distributed publications deemed appropriate for a national search) c. At least two other locations determined to assist in attracting the broadest possible pool of diverse candidates to ensure equal opportunity to employment is provided. 	<p>Hiring Authority and Human Resources</p>
<p>#5-Additional Things to Consider</p>	<ul style="list-style-type: none"> • The hiring authority will consult with his/her next higher level leader if anything below is considered and have costs related to them: relocation costs (including institutional support for travel for locating a personal residence), spousal hire/dual career options, interview expenses, office space for the person once hired, and any other unique considerations that may need to be made. • It is important when considering additional options for candidates to receive prior funding approval. Appropriate hiring authority approval level is required for these additional costs. Refer to University expenditure and moving policies for guidance. • It may be advantageous to establish a hiring timeline by working with the search chair. • If there are tenure related decisions at the time of hire, see Policy #637: Faculty Tenure for guidance. 	<p>Hiring Authority and Human Resources</p>

EXECUTIVE HIRING PROCESS GUIDELINES

STEPS	ACTION TAKEN	RESPONSIBLE PARTY (IES)
Stage Two: Prescreening and Selecting the Chair & Search Committee Members		
#6-Selecting the Search Chair & Search Committee	<ul style="list-style-type: none"> The hiring authority, when delegated by the President, is responsible for selecting the search chair and the search committee. Considerations in selecting these members of the search committee will include: familiarity of individuals with the nature of the position and the needs of the hiring authority, evidence of mature professional judgment, representation by a reasonable cross-section of relevant reviewers (without requiring representation by all concerned parties), potential for a conflict of interest to emerge with the appointment of any individuals that may need to recuse themselves due to a conflict of interest regarding an association with the candidate(s) that may prove problematic to the interview or hiring process. The invited search committee chair or search committee member should also raise questions about any potential, significant conflict of interest that could arise during the search process and consult with the hiring authority to determine if the conflict is at a level that will require the invited chair or committee member to decline to serve. The search committee shall consist of <i>at least four members</i> and a search chair. One trained member of the search committee shall be a designated AA/EEO representative. 	Hiring Authority
#7-Determining Hiring Needs	<p>The search chair should assist the hiring authority in developing goals regarding the hiring process. He/she should take into consideration the AA/EEO goals for the division, the educational background and work experience needed by the candidate, and the specific needs of the division/department. Human Resources will provide assistance to the hiring authority and search chair as they complete this task, if needed.</p>	Hiring Authority, Search Chair, and Human Resources
#8-Prescreening for Minimum Qualifications	<p>The search chair works with Human Resources to prescreen candidates to determine those who do not meet the minimum qualifications. The hiring authority, unless he/she does not want to be involved in this step of the process, will approve the list of applicants' not meeting minimum qualifications. Human Resources will provide a rejection letter to be used by the search chair, which will be emailed via the applicant tracking system to those who do not meet the minimum qualifications.</p>	Hiring Authority, Search Chair, and Human Resources
Stage Three: Search Chair and Search Committee Responsibilities		
#9-First Meeting of the Search Committee	<p>At the first meeting of the search committee, the following will occur:</p> <ul style="list-style-type: none"> Human Resources will conduct SafeHire (AA/EEO) training, and the processes and responsibilities contained within these guidelines. The hiring authority will provide an overview of the position qualifications and requirements of the position, establish a timeline and expected elements for the search and screen process in consultation with the committee (e.g., desirability of phone interviews, need for campus input by various constituencies, etc.), identify what format should be used regarding final committee recommendations, and answer questions presented by the search committee. 	Hiring Authority, Search Committee, and Human Resources
#10-Conducting Screening and On-campus Interviews	<p>The search chair receives approval and direction from the hiring authority and Human Resources on the search committee responsibility for items which may include:</p> <ul style="list-style-type: none"> Determining what method should be used for interviewing the candidates (videoconferencing, internet, or by phone) prior to selecting candidates for on-campus interviews (NOTE: All candidates shall be interviewed at this stage using the same method.); Finalizing phone (or internet, video teleconferencing) interview questions; Soliciting feedback from candidate reference lists (done in consultation with Human Resources); Selecting and interviewing from the applicant pool a select number of candidates; Selecting and recommending three (3) to five (5) candidates for interviews on campus, with the strengths and weaknesses of each candidate identified and a rationale given for the non-selection of other qualified candidates; Obtaining hiring authority approval for estimated interview expenses prior to making candidate travel arrangements; Arranging and conducting a one- or two-day on-campus visit for approved 	Hiring Authority, Search Chair, Search Committee, and Human Resources

EXECUTIVE HIRING PROCESS GUIDELINES

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	<p>candidates for interviews with administrators, committee members, and others as deemed necessary;</p> <ul style="list-style-type: none"> • Arranging a community visit and/or realtor visit, if requested or suggested; • Providing to the hiring authority feedback from the candidates' visits, and any other additional information requested by the hiring authority; • Obtaining purchasing approval for interview expenditures, as per university policies and procedures; • Obtaining approval of any out-of-pocket expenditures by the search committee, which are to be approved by the search chair and hiring authority [Note: Utah state law does not allow institutional funds to be used for payment for alcoholic drinks]; • Sending candidates, in advance of their travel, a written document about the interview process, the individuals or groups with whom they will be meeting, travel arrangements, campus tour activities, any special accommodations needed, and information about the university and Utah County; • Designating responsibilities for the campus visits, e.g., how to sell the university to the candidates, dinner with the candidates, who will pick the candidates up at the airport, what the candidates might like to do while in town, identify the campus escort for the candidates, dual career considerations, etc. • Providing each candidate, including internal candidates, with the same treatment during their campus visit. 	
<p>#11- Conflict of Interest & Media Concerns</p>	<ul style="list-style-type: none"> • If at any time during the search process, a significant conflict of interest emerges between a candidate and a search committee member, then the member should consult with the search committee chair to determine if the conflict is at a level that will require the committee member recuse him/herself. If the search chair or a majority of the search committee sense a conflict of interest exists, they may consult with the hiring authority about removing the committee member. Conflicts of interest may include such things as a close family or personal connection, a financial/business connection, a past experience of significant animosity or conflict or some current reporting relationship where significant and imminent decisions create pressure for a "quid pro quo" in outcomes, etc. • Search committee members shall refer applicant or media inquiries regarding the hiring process to the Executive Director of Human Resources for proper handling. 	<p>Hiring Authority, Search Chair, Search Committee, and Executive Director of Human Resources</p>
<p>#12-Records to be Retained</p>	<p>The search chair has the responsibility of maintaining and submitting the following copies of documents to Human Resources, for record keeping purposes. These materials must be held for at least three years after the search is completed.</p> <ul style="list-style-type: none"> • requisition • job description • interview questions/responses/notes taken • candidate itineraries • name of each search committee member's name, position title, race, and gender • copies of all advertisements for the position • applicant and nominee correspondence • reference checks [do not contact the current employer, unless written permission has been given by the final candidate (obtain a written permission form by contacting Human Resources)] • summaries of telephone interviews documents (form to be obtained from Human Resources) • brief summary of what generally happened within the committee meetings, e.g., how the selection was made, what criteria the group may have used to do the final selection, what are the strengths and weaknesses of the candidates, and who was recommended to go forward for a final interview, etc. 	<p>Search Chair and Human Resources</p>
<p>Stage Four: Final Selection Procedures</p>		
<p>#13-Hiring Authority Interviews</p>	<ul style="list-style-type: none"> • The hiring authority, in consultation with Human Resources, will need to interview the search committee's candidates approved for final interviews and make a decision. 	<p>Hiring Authority and Human Resources</p>

EXECUTIVE HIRING PROCESS GUIDELINES

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the Candidates	<ul style="list-style-type: none"> • If the hiring authority wishes to conduct reference checks he/she must follow these guidelines: <ul style="list-style-type: none"> ○ obtain by letter or telephone ○ do not contact the current employer, unless written permission has been given by the final candidate (obtain a written permission form by contacting Human Resources) ○ only solicit information concerning the candidate's knowledge, skills, abilities, and performance ○ maintain documentation of each call/contact ○ follow appropriate questioning protocols so as not place the university in an adverse legal situation (contact Human Resources if guidance is needed) 	
#14-Hiring Authority Extends an Offer	<ul style="list-style-type: none"> • After a selection has been made by the hiring authority, in consultation with Human Resources and approval from the next level of leadership (when the President is not the hiring authority), he/she will extend a verbal offer to the final candidate and negotiate a hire date, salary and other conditions of employment which is consistent with those initially approved in stage one of this process. The final candidate must be informed that the offer is contingent on the candidate passing the background check which investigates the following: social security number verification, criminal background, sex offender, educational credentials (to be paid by the hiring authority), employment history (to be paid by the hiring authority), and, financial credit check (when applicable) for work performed within the areas of finance or budget (to be paid by the hiring authority). No offer of employment is finalized until background checks are completed on the final candidate and the signed offer letter is returned. • Human Resources will provide an offer letter template for the hiring authority to complete and send to the final candidate. The final candidate will need to return the offer letter (with candidate's signature and date) to the hiring authority, which will be filed in Human Resources for record retention. 	Hiring Authority and Human Resources
#15-ePAF Required for Hiring the Final Candidate	The hiring authority completes/or approves the ePAF (electronic personnel action form) located within UVLink (<i>found in UVLink; Employee tab; Employee Services Menu; ePersonnel Action Form</i>).	Hiring Authority
#16-Notification to All	<ul style="list-style-type: none"> • Within three (3) working days after the ePAF is finalized, the hiring authority will arrange to notify the university campus of the new appointment. • The hiring authority will also notify the candidates they interviewed, but did not select, of the decision to hire another candidate. The hiring authority should not go into detail about why a candidate was not selected and should merely indicate another candidate was a better fit for the position. • After the campus-wide announcement is made, rejection letters will be sent to those individuals who had campus interviews and were not selected. Human Resources will draft rejection letters for these candidates for the hiring authority's signature. • Human Resources will mail the rejection letters and retain copies, which will be attached to the candidate's file located within the university's applicant tracking system. Other applicants who are not considered (those not considered for review by the hiring authority) will be notified by the hiring authority via the applicant tracking system. 	Hiring Authority and Human Resources
#17-New Hire Orientation	<ul style="list-style-type: none"> • At a mutually convenient time prior to beginning work, the new hire will meet with the designated Human Resources representative to complete the new employee paperwork process and orientation. • Human Resources will also work with the hiring authority regarding the "New Employee Checklist" process. 	Hiring Authority and Human Resources