



Guidelines & Protocols

Protocol/Guideline Title: Executive Hiring Process Guidelines		
Responsible Office: Vice President of Planning, Budget, and Human Resources		
Date Approved by President's Council: 2/28/2014		
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The following is not official university policy but rather a guideline used to facilitate the internal actions of the University or a particular unit within the University. Guidelines are not binding on the University and may be amended by the University at any time. A guideline, such as the one to follow, does not establish any contractual rights or obligations between the University and any individual.



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Executive Summary

Utah Valley University (UVU) 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 hiring process applies to hiring candidates into executive positions within UVU. Executive positions under UVU'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.

In order to keep the process as 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 Form* obtained through Human Resources.

Related University Policies

UVU Policy 309 *Executive Employees: Recruitment, Compensation, Termination*

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.



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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 who 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 Screening Committee: A group of people selected by the hiring authority to recruit and screen applicants for an identified position opening.

Executive Hiring Process Stage One: Approval to Fill a Position & Initiate the Hiring Process

Step A: Initiating the Process

Responsible Parties: President (for direct reports to the President) or President and Hiring Authority

- President and hiring authority (usually a vice president or someone approved by the President or the President 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” (position requisition), located at <http://www.uvu.edu/hr/hrsforms/uvuupdatedforms/NewPositionForm.pdf>.
- For positions in 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.

Step B: Approval to Fill a Position

Responsible Parties: Hiring Authority, Human Resources, and Budget Office

- Create a Position Description to be attached to the position requisition.
 - If a current position description already exists, the hiring authority retrieves it from the *Position Description Warehouse* 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>
 - The hiring authority has responsibility for identifying the criteria (minimum, preferred, and desirable) for selecting the candidates, including the educational



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background and work experience needed by the candidate, and identifying these criteria in the Position Description. Human Resources assists in determining selection criteria.

- Identify Application to be Submitted
 - The hiring authority has the responsibility to determine the documents needed to constitute a complete application and provides the required information on the position requisition form.

- Identify Funding Source
 - The hiring authority consults with Human Resources and the Budget Office to complete the proposed funding source information on the position requisition.
 - In Section #3 on the “Approval to Fill/Create a Position & Initiate the Hiring Process” the hiring authority provides the following information:
 - a. Whether this is a change to an existing position, with proposed funding plan identified; or
 - b. Whether this is an implementation of a new position, with proposed funding plan identified.

- Obtaining Proper Signatures for Approval to Fill Position
 - The hiring authority requests the appropriate signatures in the position requisition.
 - Executive positions require the signature of the President.

Step C: Grade and Salary Range Established

Responsible Parties: President, Hiring Authority, and Human Resources

- 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.

Step D: Posting of the Position

Responsible Parties: Hiring Authority and Human Resources

- Obtaining Final Approval for Posting



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- 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.

- Writing and Approving the Position Announcement
 - 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 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.

- Placing the Ad
 - 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 for a particular search by Human Resources and the hiring authority. Core publications for which Human Resources will be responsible for paying advertising costs for national searches for executives include:
 - ✓ The University’s hiring website (<http://www.uvu.jobs>)
 - ✓ *The Chronicle of Higher Education* (or other nationally distributed publications deemed appropriate for a national search)
 - ✓ 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.



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Step E: Additional Things to Consider

Responsible Parties: Hiring Authority and Human Resources

- The hiring authority will consult with his or her next higher level leader if of the following should be 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.

Executive Hiring Process Stage Two: Prescreening and Selecting the Chair and Search Committee Members

Step A: Selecting the Search Chair and Search Committee

Responsible Parties: Hiring Authority

- 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 shall 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 shall 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 at least four members and a search chair.
- One trained member of the search committee shall be a designated AA/EEO representative.



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Step B: Determining Hiring Needs

Responsible Parties: Hiring Authority, Search Chair, and Human Resources

- The search chair should assist the hiring authority in developing goals regarding the hiring process. He or 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.

Step C: Prescreening for Minimum Qualifications

Responsible Parties: Hiring Authority, Search Chair, and Human Resources

- 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 or she does not want to be involved in this step of the process, approves the list of applicants not meeting minimum qualifications. Human Resources provides a rejection letter to be used by the search chair, emailed via the applicant tracking system, to those with whom do not meet the minimum qualifications.

Executive Hiring Process Stage Three: Search Chair and Search Committee Responsibilities

Step A: First Meeting of the Search Committee

Responsible Parties: Hiring Authority, Search Chair, and Human Resources

At the first meeting of the search committee, the following occurs:

- Human Resources conducts SafeHire (AA/EEO) training, and the processes and responsibilities contained within these guidelines.
- The hiring authority provides an overview of the position qualifications and requirements of the position, establishes 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.), identifies what format should be used regarding final committee recommendations, and answer questions presented by the search committee.



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Step B: Conducting Screening and On-campus Interviews

Responsible Parties: Hiring Authority, Search Chair, Search Committee, and Human Resources

Under direction of the hiring authority and Human Resources, the search chair and the search committee are responsible for other hiring procedures. These procedures may include:

- Determining what method should be used for interviewing the candidates (videoconferencing, internet, or phone) prior to selecting candidates for on-campus interviews. All candidates shall be interviewed at this stage using the same method;
- Finalizing interview questions;
- Soliciting feedback from candidate reference lists;
- Selecting and interviewing from the applicant pool a select number of candidates;
- Selecting and recommending three to five candidates for interviews on campus, identifying the strengths and weaknesses of each candidate, and providing a rationale for not selecting the 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 candidates in order to conduct interviews with administrators, committee members, and others as deemed necessary;
- Arranging a community visit and/or realtor visit if requested or suggested;
- Providing to the hiring authority feedback from the candidate's visits, and any other additional information as 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);**



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- Sending candidate, prior to their travel, a written document about the interview process, the individuals or groups with whom they will be meeting, travel arrangements, campus tour activities, special accommodations needed, and information about the University and the area;
- Designating responsibilities for the campus visits. For example, who will be conducting training on how to sell the University to the candidate, who will be in charge of dinner out with the candidate, who will pick the candidate up at the airport, who will help the candidate with what they might like to do while in town, who will act as the campus escort for the candidate, who will speak to them regarding dual career considerations, etc.;
- Providing each candidate, including internal candidates, with the same treatment during their campus visit.

Step D: Conflict of Interest and Media Concerns

Responsible Parties: Hiring Authority, Search Chair, Search Committee, and Executive Director of Human Resources

- If at any time during the search process, a significant conflict of interest emerges between a candidate and a search committee member, 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- or herself. If the search chair or a majority of the search committee sense a conflict of interest, 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 a current relationship that may create a “quid pro quo” outcomes.
- Search committee members shall refer applicant or media inquiries regarding the hiring process to the Associate Vice President of Human Resources for proper handling.

Step E: Records to be Retained

Responsible Party: Hiring Authority, Search Chair, Search Committee, and Executive Director of Human Resources

The search chair has the responsibility to maintain and submit copies of the following documents to Human Resources for record-keeping purposes (these materials must be held for at least three years after the search is completed):

- Requisitions;



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- Job description;
- Interview questions, responses, notes taken;
- Candidate itineraries;
- Each search committee member's name, position title, race, and gender;
- Copies of all advertisements for the position;
- Applicant and nominee correspondence;
- Reference checks;
- Summaries of telephone interviews and documents;
- Brief summary of what happened within the committee meetings, e.g., how the selection was made, what criteria the group used to do the final selection, what were the strengths and weaknesses of the candidates, and who was recommended to go forward for a final interview.

Executive Hiring Process Stage Four: Final Selection Procedures

Step A: Hiring Authority Interviews the Candidates

Responsible Party: Hiring Authority and Human Resources

- The hiring authority, in consultation with Human Resources, interviews the search committee's candidates approved for final interviews. The hiring authority, in consultation with Human Resources, makes a decision on which candidate will receive a job offer.
- If the hiring authority wishes to conduct reference checks he or she must adhere to the following guidelines:
 - Hiring authority obtains references only by letter or telephone;
 - Hiring authority does not contact the candidate's current employer, unless written permission has been given by the final candidate (obtain a written permission form from Human Resources);
 - Hiring authority solicits information concerning only the candidate's knowledge, skills, abilities, and performance;



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- Hiring authority maintains documentation of each call/contact;
- Hiring authority follows appropriate questioning protocols in order to prevent the University from being placed in an adverse legal situation (contact Human Resources if guidance is needed).

Step B: Hiring Authority Extends an Offer

Responsible Parties: Hiring Authority and Human Resources

- After a candidate selection has been made by the hiring authority, in consultation with Human Resources and approval from the next level of leadership, a verbal offer to the final candidate will be made. Hiring Authority will also negotiate a hire date, salary, and other conditions of employment, consistent with those initially approved in stage one of this process. The final candidate must be informed that the **offer is contingent** upon 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 provides an offer letter template for the hiring authority to complete and send to the final candidate. The final candidate will then return the offer letter (with candidate's signature and date) to the hiring authority, to be filed in Human Resources for record retention.

Step C: ePAF Required for Hiring the Final Candidate

Responsible Parties: Hiring Authority

- The hiring authority completes/or approves the ePAF (*Electronic Personnel Action Form*) located within UVLink (found in UVLink/Employee tab/Employee Services Menu/ePersonnel Action Form).

Step D: Notification to All

Responsible Parties: Hiring Authority and Human Resources

- Within three working days after the ePAF is finalized, the hiring authority arranges to notify the University campus of the new appointment.



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- The hiring authority notifies the candidates they interviewed, but did not select, on 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 are 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. These copies 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.

Step E: New Hire Orientation

Responsible Party: Hiring Authority and Human Resources

- At a mutually convenient time prior to beginning work, the new hire meets with the designated Human Resources representative to complete the new employee paperwork process and orientation.
- Human Resources works with the hiring authority regarding the "New Employee Checklist" process.

Related Forms

Not Applicable.