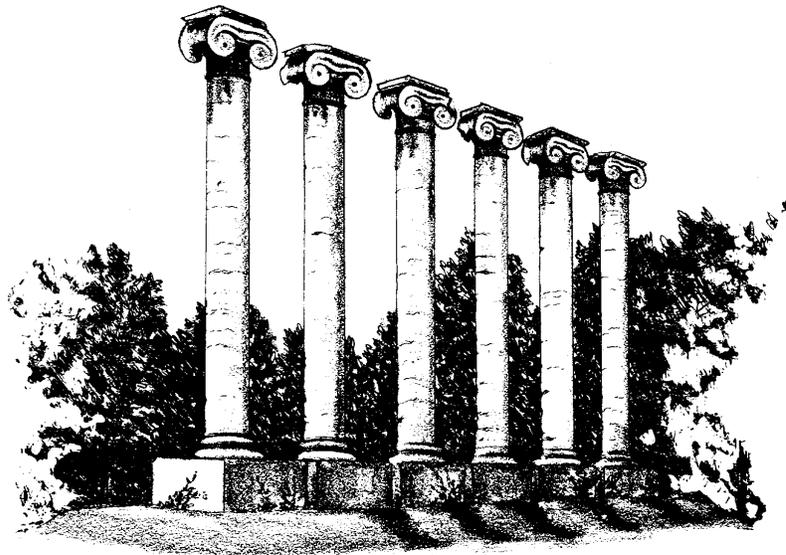


Recruitment and Selection Guidelines & Procedures

For Faculty and Academic Administrative Positions



Published by

Office of the Vice Provost for
International Programs & Faculty Development
211 Jesse Hall
Columbia, MO 65211

Phone: (573) 882-9061

FAX: (573) 884-5681

Email oars@missouri.edu

Web: <http://ipfd.missouri.edu>

PREFACE

This *Guidelines and Procedures* manual is premised on the belief that equal opportunity – in the form of open, honest and competitive searches to find and hire the best qualified candidate for each position – is the best way to ensure the quality and competitiveness of the institution. The manual collects in one place the information that you should know in order to fill an academic vacancy. It includes the following:

- the MU procedures for recruiting and hiring faculty and academic administrators, including samples of forms needed to obtain approval to initiate a search or offer;
- best employment practices, including the answers to many of the most frequently asked questions about hiring (e.g., When do we send rejection letters? How do we write a letter of offer? How long are we required to keep hiring files?); and
- special hints (*designated by* ) to improve the likelihood that we will hire faculty who can enhance our diversity efforts.

There is nothing new about the desire to provide equal employment opportunity on the MU campus. This manual is not radical or even revolutionary. Rather, it reiterates some very basic ideas about what it takes to make our academic hiring practices both more effective and more inclusive. The goal is – and always has been – to open the process wide enough to ensure, beyond any doubt, that we have hired the very best candidates to fill our academic vacancies.

PREFACE TO THE OARS EDITION

The Recruitment and Selection Guidelines and Procedures are now rewritten, reformatted, and published as the first chapter of the User Manual for OARS, MU's Online Academic Recruitment and Selection system. Since we are replacing all the paper forms with electronic ones (and explaining them in the following chapters of the User Manual), there is obviously no longer any need to discuss the old forms in the Guidelines. Instead, we try to explain some of the policy decisions underlying the “programming rules” embedded in OARS – the “why” that expounds on the “how” that is described in the rest of the Manual.

Although the 21st century may demand new technology to expedite and document hiring decisions, the actual substance of the Guidelines is not changing much -- because MU's commitment to equal opportunity, best employment practices, and enhancing diversity hasn't changed. The University continues to seek to identify and employ the best candidates to fill academic positions; and the Guidelines continue to promote the open and equitable processes that make it possible.

If you have any questions about these guidelines and procedures, or any other aspect of academic hiring, please contact the Office of the Vice Provost for International Programs and Faculty Development at 882-9061, or e-mail us at oars@missouri.edu.

RECRUITMENT AND SELECTION GUIDELINES AND PROCEDURES FOR FACULTY AND ACADEMIC ADMINISTRATIVE POSITIONS

The University of Missouri-Columbia is committed to a policy of non-discrimination and equal opportunity in employment practices. Accordingly, with regard to academic positions, the Provost of the University of Missouri-Columbia seeks to implement procedures (1) to encourage all qualified candidates to apply for employment, including candidates in legally protected classes; and (2) to hire the individual who can best fulfill the requirements of a given job. Competitive searches, honestly conducted, ensure that the University hires the best out of a pool of qualified candidates.

Striving for a diverse faculty does not mean and should not be construed to mean that the quality of the workforce will be diminished. Nor does it mean that the University is bound to an inflexible quota system at the expense of quality. Rather, it must be recognized that quality comes in many forms. The quality of the University workforce is enhanced through expansion of the applicant pool and by the inclusion in the workforce of persons with backgrounds previously under-represented in the academic community.

Qualifications or criteria given consideration in the hiring process may include education, training, experience, skills, aptitudes, and general ability, as well as qualities such as motivation, ability to work with others, etc. However, all selection criteria must be verifiably job-related (i.e., verifiably necessary and relevant to the safe and effective performance of the job) and must be applied consistently to all applicants. Hiring decisions must be made without regard to race, gender, marital status, pregnancy, sexual orientation, religion, age, national origin, disability, or other prohibited factor.

All recruitment, selection, and hiring of academic employees at the University of Missouri-Columbia shall be conducted in conformity with applicable federal and state guidelines for equal employment opportunity. The Provost has the responsibility of seeing that the recruitment and selection process for academic hires conforms to University policy and procedures; this authority has been delegated to the Vice Provost for International Programs and Faculty Development (VP-IPFD). Questions regarding the procedure for hiring faculty and members of academic administration should be addressed to the VP-IPFD. The Vice Provost must inform the Provost if the recruitment and selection process does not substantially conform to University policy. The Provost may disallow an offer of employment if policy and procedures are not followed.

SECTION A. STANDARD PROCEDURE FOR FILLING ACADEMIC POSITIONS

Identifying a Position

Positions Included

All benefit-eligible (75% or greater time, 9 months or longer) paid faculty positions, whether for tenured, tenure-track, or non-regular positions (including visiting and adjunct positions), and all benefit-eligible academic administration positions are covered by the following standard procedures regardless of the length or renewability of contract and regardless of whether paid on salary or hourly basis except:

- in an emergency, i.e., when the hiring unit does not have sufficient time to complete the required procedures (see Section B, below).
- for temporary hires, i.e., when the position is for a term of twelve months or less with no expectation of the possibility of renewal (see Section B, below).
- in other exceptional circumstances where time, cost or other administrative considerations justifies abridging the search (see Section B, below).
- for graduate assistants and other student-status personnel.

No distinction is made on the basis of funding source. Administrative and faculty positions created by reason of a new grant must be filled according to these procedures. The existence of external grant funding is not a justification for deviating from these guidelines.

If the person will be benefit-eligible, even if the position is not, then the search is covered by these Guidelines. For example, an internal search for an associate dean or a part-time faculty fellow should be documented. An exception has been made for the internal appointment (i.e., without an external search) of department chairs, which is a matter for the dean's discretion.

Please note that it is possible to use OARS for positions that are not covered by these Guidelines, such as grad assistants or part-time employees.

Identifying a Hiring Need

Information about the position to be filled is entered in the OARS system as explained in the following chapters of the OARS User Manual. The position information may be entered long before approval for hiring is sought. For instance, if someone is going to retire in a few years or external funding provides for additional hires in later years of a grant, the hiring need can be entered in OARS as soon as it is known and those needs prioritized. Hiring authorities can then run reports showing hiring requests over time, thereby facilitating long-range planning.

Creating the Position

Several points must be kept in mind when creating a position in OARS:

Hire Procedure/Hire Type The hire procedure may either be Full, as explained in Section A of the Guidelines; or Abridged, as set forth in Section B of the Guidelines. In OARS, the Hire Type of Standard automatically defines the Hire Procedure as Full. The assumption underlying these Guidelines is that all positions require a full competitive search, unless there is appropriate justification to abridge the process. Essentially, this means that as part of our EEO commitment the University is committed to a national recruitment for at least 30 days for all academic positions. EEO is never waived, but when necessary to meet other valid interests of the university the process can be abridged. Most regular faculty positions are subject to a full, standard search but there may be exceptions. See section B: Abridged hiring procedures.

Job Title Be aware that persons in non-regular faculty positions with duties that are “substantially similar” to those of regular faculty are limited to seven years of employment (unless funding comes from grants or contracts). (See Section 310.020(A)(2) of the Collected Rules and Regulations, <http://www.system.missouri.edu/uminfo/rules/bylaws/310020.htm>). The position of “Visiting Professor” is an example of a position “substantially similar” to regular faculty. If there is any possibility that the position you seek to fill may exist for more than seven years, a “visiting” title may not be appropriate. Likewise, any job descriptions for non-regular faculty titles that include teaching, research, and service responsibilities would make the position “substantially similar” to that of regular faculty and should be avoided. That is especially true of ranked, non-tenurable faculty.

Working Title/Job Title The working title is the title that identifies the position in OARS. If the rank or title of the position is negotiable, then the alternate titles would be entered as the Working Title (e.g., “Assistant/Associate Professor or Assistant/Associate Professor of Clinical Medicine”). Similarly, if the position is endowed or holds multiple titles, that would be identified in the Working Title section (e.g., “Dixon Professor of Numerology and Chair of the Department of Metaphysics”). When choosing a Job Title for a position that has multiple working title options, these “rules” apply:

- Use the rank and regular or non-regular title that is most likely (e.g., if you think you will hire an assistant professor on the professional practice track but want to leave open the possibility that you might find someone perfect for tenure track, enter the job code for professional practice assistant professor, as it better identifies the position you are likely to fill).
- If there is no ‘most likely’ title and the working titles are both regular and non-regular, enter a regular faculty job code/title.
- If there is no ‘most likely’ title and the working titles reflect more than one rank, enter the job code/title that reflects the lowest rank.
- For positions that are primarily administrative, like dean, use the administrative title not the ranked faculty title. [Note that Director is an administrative title, while Program Director is considered an academic (faculty) title.]

Appointment Dates for non-regular faculty Do not confuse the duration of funding with the position dates; just because there is funding to cover three years does not mean that it is a three-year appointment. The appointment dates would be, for example, September 1, 2005, to August 31, 2006, with reappointment at the University’s discretion. Reappointment is not automatic; should there be a performance problem or other unforeseen circumstance with a one-year appointment, the University is not committed to additional years of employment/salary. It is preferred that appointments be renewable on September 1 of each year, unless the position is grant-funded and runs on a different contract year.

Recruitment plan The recruitment methods and job criteria are entered in OARS by hyperlinking offline documents to the OARS system. (The Methods form and Recruitment form can be found at) The Methods form requests information concerning the efforts that the Search and Screening Committee intends to take to actively recruit applicants. It is beneficial for the Committee and the department chair, unit director, dean, or other person who is authorized to make the initial hiring decision to discuss their hiring strategy prior to completing the Methods form and to ensure that the hiring criteria are understood. Departments with identified diversity goals may need to take additional (i.e., more than the usual) steps to identify and recruit applicants. The Methods form and Recruitment form can be found at <http://ipfd.missouri.edu/forms/oarsforms.edu>.



The Deputy Chancellor will continue to work with units to identify areas where diversity can be enhanced and to develop appropriate strategies for recruiting, hiring, and retaining a diverse workforce. While those strategies must be developed to fit unique departmental needs, certain guidelines will apply. For example, if “business as usual” is not achieving the desired results, it will not be satisfactory to simply submit ads that announce that the University is an equal opportunity employer; nor will it be satisfactory to advertise only in those journals and papers that have been used (unsuccessfully) before. Advance planning and personal recruiting efforts will be emphasized.

Making changes to the position A special form is needed to request that the system administrator make changes in OARS. The Change Request form can be found at <http://ipfd.missouri.edu/forms/oarsforms.edu>. Please note: if you add or change data in OARS, it may nullify the approvals you have obtained. When this occurs OARS will issue a prompt. OARS is designed so that any change that affects the applicant pool requires that the approving authorities be given the option to reconsider their decision.

Similarly, if you have already received applications, and the changes to the position are such that the applicant pool will be different (for example, before you were advertising for entry-level credentials and now you want senior-level; or you are looking for additional fields of specialization or research), you should close the original search, (clone it) and submit a new position for approval. See Cloning on page 13 of this document.

Search and Screening Committee

The Search and Screening Committee is so-called because it fulfills both functions and plays a vital role in the hiring process. In OARS it is referred to simply as the Position Search Committee, but that should not disguise the fact that the Committee’s role is to actively search for qualified candidates and to evaluate the applicants according to the stated job requirements and criteria. The Committee provides a variety of values and perspectives, thereby enriching the decision-making process. More importantly, it is hoped that use of a committee will provide a check against biased decision-making and will increase the hiring unit’s ability to vigorously pursue all diversity programs.

Appointment of the Committee The Committee is usually appointed by the department chair, unit director, dean, or other person who is authorized to make the initial hiring decision. The charge to the Committee generally should be to rank the candidates while identifying the strengths and weaknesses of all the top candidates who would be acceptable in the position. The hiring authority should clarify the charge to the Committee and jointly determine the qualifications necessary for the successful candidate

Composition of the Committee The Committee should be reasonably representative of the hiring unit. In most instances the Committee should have three to seven members. Membership may include faculty, staff, and students from any department, as well as alumni or other outside constituents when desirable. Non-voting members should be designated as *ex officio*. Optimally, the Committee will include persons of both genders and where practicable minority group members as set forth in Section 330.070 of the Collected Rules and Regulations (<http://www.system.missouri.edu/uminfo/rules/personnel/330070.htm>) which states that in selecting the membership of University committees due consideration shall be given to the inclusion of women and minorities. All members of the Committee must be provided the opportunity to participate fully in the search and screening activities.

Responsibilities of the Committee In all instances the Committee will share with University administration the responsibility for complying with the requirements of the University’s Equal Employment Opportunity policies and Affirmative Action Plan. This compliance obligation applies to all phases of the hiring process, including but not limited to the establishing of qualifications, evaluation

of each applicant's relative merit, interviewing, and record keeping. The Committee will be guided by Human Resources Policy 110: Interviewing* (See <http://www.umsystem.edu/ums/departments/hr/manual/110.shtml>.) and such other guidelines as may be available. [*Note: HR 110 by its terms applies to non-academic hiring, but the information pertaining to questions that are appropriate in an interview is applicable to faculty hiring as well.]

Ads and Position Announcements

Advertising of a position is generally required in order to make sure that access to information about the vacancy is widely disseminated. Ads which merely refer readers to a Web site or ask the reader to telephone for a full job description should not be used. Before a position is advertised or re-advertised, the ad and/or job announcement must be approved by the VP-IPFD. The position announcement and/or ad will be hyperlinked in OARS. Revisions must again be forwarded to the System Administrator and, upon approval, will be added by hyperlink.

Content of advertisements

To ensure equal opportunity, it is important that the University adhere to the announced position description. Care must be taken to make the announcement flexible enough to cover contingencies that may arise and broad enough to describe all potential candidates. Once a position is advertised, the Committee is committed to screening according to the published qualifications. The announcement should include the information described below. All essential elements of the position announcement must be included in every advertisement or request for applications. Essential elements include: title, minimum qualifications, application procedure, screening date, and EEO statement.

Position title: The actual title or rank, if determined, should be stated. If more than one title may be assigned, more than one may be used in the announcement (e.g., "rank of Assistant or Associate Professor"), or a phrase such as "rank commensurate with teaching and research experience" may be used.

Position description: The position description should outline the responsibilities, expectations and authority vested in the position. Expected tenure status of the position (tenured, tenure track, non-tenure track) should be indicated. The ad may also be written to indicate that tenure status is negotiable – e.g., professional practice or tenure track, depending on credentials.

Qualifications and selection criteria: Minimum qualifications must be clearly stated. Preferred or desired qualifications beyond those minimally acceptable may also be specified. (If, for example, the announcement calls for applicants with doctorates, the hiring unit will not be allowed to hire an ABD, even one who will have the degree before starting work at MU. Therefore, state that the minimum qualification is a master's degree with doctorate preferred or, alternatively, that the requirement is possession of a doctorate by the time the candidate begins employment.)

Compensation: It is not necessary to mention salary in the position announcement at all. If included, a salary range or a phrase such as "commensurate with qualifications and experience" may be used. Do not use the term "competitive" unless the term is accurate given the scope of the search. The applicant may be requested to state salary expectations in his/her letter of application, but that is not considered to be a "best practice" so it should be done only in exceptional cases.

Application procedure: The position announcement should clearly indicate how to apply for the position. The three elements to be included are 1) to whom to apply; 2) where to send the application; and 3) what materials should be supplied with the letter of application (e.g., vita, references, official transcripts). Departments may accept applications by fax or e-mail, but may not require that method of application unless it is job-related.



To obtain the largest possible pool of candidates, you need to identify the minimum qualifications that a person needs to do the job. Note that every requirement is another hurdle for the applicants; unnecessary hurdles may eliminate good candidates before they apply. Yes, it may be helpful to have five years of experience or a postdoctoral fellowship or a current license to practice in Missouri - but consider: is that credential essential for succeeding in the position? And if so, is it something, like a license, that could be obtained after hiring?

To stress the importance that every position has to fulfilling the University's commitment to diversity, you should include in the listing of qualifications such qualities as: "demonstrated commitment to diversity," "experience promoting a diverse environment," or "experience working effectively in diverse environments." Not only is this helpful in recruiting a diverse applicant pool, but it communicates to the public at large our serious dedication to diversity as part of the University's strategic plan.

SAMPLE POSITION VACANCY ANNOUNCEMENT

NOTE: Title, minimum qualifications, application procedure, and EEO statement are required elements for ads.

ACADEMIC DEPARTMENT/UNIT

POSITION TITLE

POSITION: Description of duties and responsibilities.
QUALIFICATIONS: List of minimum qualifications; additional job-related qualifications considered desirable or preferable.

(CAUTION: The list of qualifications will be considered mandatory and exclusive in hiring, e.g., an ABD candidate cannot be hired if the announcement asks for a person with a doctorate.)

SALARY/COMPENSATION: “Negotiable,” “commensurate with rank and qualifications,” or a range (“mid-forties”) may be used if salary needs to be mentioned.

APPLICATION PROCEDURE: What, to whom, and where to send materials to apply.

APPLICATION DEADLINE: “Preference for applications received by (30 days)” or “Applications will be reviewed starting (30 days) and continue until a suitable candidate is hired.”

(CAUTION: if an absolute end date is used, no late applications may be accepted.)

The University of Missouri-Columbia is an Equal Opportunity/Affirmative Action employer. To request ADA accommodations, please contact our ADA Coordinator at (573) 884-7278 (V/TTY).

Application deadline: Most searches will not have a definite closing date. Flexibility is built into the process by the use of phrases such as: “Preference for applications received by (date)” or, “Screening will begin (date) and continue until a suitable candidate is hired.” If an absolute closing date is desired (meaning absolutely no late application will be considered), the deadline should be clear: “All applications received on or before (date) will be considered.” In most cases, the stated date will be at least 30 calendar days from the date the position announcement is approved by the VP-IPFD and may in no event be less than 14 days from the first day an advertisement is published (unless, of course, an abridged search process is approved per Part B, below). Only in the rare case of an especially prolonged search when re-advertising is required is it acceptable to state that the review of credentials is ongoing.

EEO/ADA Phrase: The phrase “Equal Opportunity – Affirmative Action Employer” must be clearly visible on the position announcement. In addition, all position announcements must contain an ADA contact statement. Experience at MU has shown that most people contacting the ADA Coordinator are asking not about accommodations, but about the job itself; therefore it is preferred that someone in the department or on the search committee serve as the contact person for ADA requests.

Approval Authority

Most positions covered by these Guidelines will need to be approved at three levels: department, division, and provost. The system will also accommodate situations where no department is involved in the hire, so only two levels of approval are required. Key Physician Recruits, discussed in Section B, below, are the only positions covered by the Guidelines that do not require provost level approval; all other benefit-eligible hires, as discussed in Identifying a Position, above, require provost-level approval. In addition to Key Physician Recruits, OARS can be used for other positions that do not ordinarily require provost level approval, such as part-time employees or individual post-doctoral associates (pursuant to a hiring plan as set forth in Section B, below).

Position Approval

Position Approval is the first of three approvals required in OARS. When all the information about the position has been entered, the hiring unit may submit it for approval. Upon changing the Position State to Position Approval, an e-mail is automatically sent to all members of the distribution list created in OARS, asking them to “vote.” The distribution list generally includes persons at the department, division, and provost level; those with positional authority (department chair, dean/director, vice provost) will have approval responsibility, while others (such as fiscal staff or research deans) may have review authority. While there is no requirement that there be reviewers on the distribution list, if they are on the list they must “vote” in OARS before the approval is finalized.

Please note that everyone on the distribution list receives the e-mail notice at the same time, requesting approval. It is up to individuals to time their review/approval appropriately. (In other words, there is nothing in OARS that would prevent the provost, for example, from approving a position before the dean has logged in and voted; but it will be evident that the dean has not yet voted, and so the provost may in his/her discretion decide to wait until all approvers at other levels have given approval. Similarly, the dean may in his/her discretion choose to wait until all the reviewers at the division level have reviewed the data and voted.)

Cloning

Cloning is the means in OARS of duplicating positions without duplicating all the data-entry work. If you want to duplicate (most of) a position that already exists in OARS, all you have to do is identify it through the search function and clone it. Cloning at this stage will create a new file and duplicate only the position information; you will then have the option to change data such as job description ID, rank, salary, search committee members, etc. Cloning may also be used to hire two candidates identified through a single approved search. In such a case, the cloning will occur at a later stage of the process (usually after Search Approval) and will duplicate the entire file to that point, including the search committee, distribution list, candidate data, and approvals.

Recruiting Process

Academic Position Announcements APA Web Site

A web page has been created at <http://missouri.edu/~facjobs> to announce all academic positions at MU. The listing includes a brief description of the job to be filled, and then links to a departmental Web site for the full job announcement and any additional information the department wishes to make available. The APA automatically updates daily to reflect positions open in OARS. Please note that the APA is generated from the hyperlinked position announcement. Therefore, at least in Version 1 of OARS, in those instances when an APA announcement should not be generated - for instance, in the case of a promotion or spousal accommodation - the Position Announcement hyperlink should not be used.

Requests for Nominations

When requesting that a person or agency nominate potential applicants, care must be taken to ask for nominations of all qualified individuals. It is not permissible to ask for just the names of minority candidates or, conversely, only white candidates. However, it is appropriate to emphasize that the University is strongly committed to diversity. The letter of request should clearly state that the University seeks nominations of all qualified candidates, including women, members of ethnic/racial minorities, persons with disabilities, and Vietnam era veterans.

Receipt of Applications

Upon receipt, each application (letter or resume) should be recorded in OARS. Once a candidate's information is entered, reports can be run in OARS that eliminate the need for re-entering data to report demographics. As a matter of courtesy, and therefore public relations, it is advisable to acknowledge each application in a timely manner. OARS will send an automatic e-mail to any applicant for whom an e-mail address is in the system. That e-mail will include a link to the web-based Applicant Self-Reporting Form. The department will have to communicate offline with any applicant who does not supply an e-mail address. The automatic e-mail does not eliminate the department's responsibility to communicate with applicants. Follow-up concerning the search process - deadlines for references, decision dates, etc. - may be sent by the department electronically or in hard-copy.

Applicant Self-Reporting Form

OARS will automatically send a link to the web-based Applicant Self-Reporting Form to every applicant who supplies an e-mail address. The on-line form is found at <http://ipfd.missouri.edu/selfreport.htm>. The e-mail will include the information that the applicant needs to complete the form: the file number, the recruiting department, the position title, and the job description ID. The applicants will then use that information plus their own demographic information to complete the form. Forms submitted online are anonymous and are e-mailed directly to the Office of the VP-IPFD.

Each candidate who has not provided an e-mail address must be sent an Applicant Self-Reporting Form in hard-copy (available from the IPFD Office). The hiring unit must record the file number (found on the Position Entry Screen in OARS), the recruiting department, the position title, and the job description ID on the form before sending to each applicant (labels are an easy way to provide the information). The form should be sent to the applicant early in the search process, certainly before interviews are scheduled or rejection letters are sent. The form is a self-mailer that the applicants may complete and return to the Office of the VP-IPFD.

Selection Process

Review of Applications

Screening all applications together encourages equal treatment of all applicants. Unless there are extraordinary circumstances, applications should not be reviewed by the Committee until the close of the application period or announced screening date. For example, a search conducted in the summer (when time is running out prior to fall semester) might warrant expedited screening. When an absolute deadline has been established for applying, the VP-IPFD will not approve the hiring of a candidate who has applied after the deadline.

Resumes are to be reviewed based on established job criteria and standards, as reflected in the position announcement. A consistent means of evaluating the resumes should be developed and used by all Committee members. The VP-IPFD will not approve the hiring of an applicant who does not meet the minimum qualifications.

References

The term references as used in OARS broadly refers to any supporting materials required of the candidate, be it transcripts, work samples, or recommendation letters. Naturally, before a candidate is hired, all of his/her supporting materials must be reviewed and OARS documents that that step has been completed. The following guidelines pertain to references in the more narrow context:

The most reliable indicator of future performance is past performance. References must be checked, either before or after the interview process. However, references should be solicited in good faith, in an unbiased manner, given appropriate (not sole) weight, and not used as a pretext for discrimination. The criteria used to evaluate an applicant's prior work record must be job-related.

The Committee should check the applicant's references to verify information (to prevent hiring someone with fraudulent credentials). An official transcript is required as part of the department file of every academic employee hired.

Either letters of recommendation or telephone interviews may be used for checking references. It may be advantageous for two Committee members to conduct telephone interviews together; and also to avoid having all of a candidate's references contacted by the same one or two Committee members. If written references are to be used, adequate time must be allowed for receipt of candidates' references. It is advisable to state a definite deadline for receipt of references to ensure equitable treatment of all applicants without delaying the selection process.



Using a predetermined evaluation form, screening checklist, or other quantitative form when reviewing applications can expedite the screening process and ensure consistency. Hiring cannot and really should not be a totally objective process. Nevertheless, the more thoroughly that committee members define exactly what they are looking for (e.g., what does "potential for excellence in research" mean, and how do we know it when we see it?), the easier it is to consistently apply the established job criteria. Creating the evaluation form is a productive way for the committee to think about how to identify the person with the perfect credentials.

It is presumed that a candidate will name as references persons who would recommend the candidate for the job. It is not improper to use other, perhaps less biased sources to obtain background information, provided the information is job-related and given appropriate weight. Committee members and departments should respect candidates' requests for confidentiality.

If negative information is obtained through the reference process, and would otherwise be a contributing factor in rejecting the applicant, the applicant should be given an opportunity to rebut the information. Alternatively, the information may be independently verified by a second, objective source.

Interviews

It is preferred that the Committee interview (on campus) more than one candidate. Where budget constraints preclude multiple interviews, telephone or video conferencing interviews may be used for screening to determine which candidate(s) to bring to campus.

The interview is generally the first opportunity for the candidate and Committee to interact. Not only is the Committee evaluating the candidate, but conversely the candidate is evaluating the Committee, the University, and its environs. It is important not only that the Committee elicit the job-related information necessary for making its decision, but also that the Committee convey positive and accurate information about the job, the department, the University, its administration, and the community.

Committees should develop a set of core questions that will be asked of each candidate. This allows better comparison of the relative merits of individuals to meet the job requirements. Candidates may also be asked to perform a task, e.g., to give a lecture or teach a class, provided the task is relevant to the job requirements.

The candidate's education, experience, skills, work attitudes, goals, and ambitions are examples of legitimate areas of inquiry. Questions directly or indirectly referring to race, sex, marital status, pregnancy, religion, age, national origin, or disability are examples of improper inquiries.

Note that even in informal settings care must be taken not to raise legally questionable subjects (e.g., while giving a tour of Columbia, do not inquire which church the applicant would like to visit). Interviewers may respond to the candidate's questions even if they raise an otherwise taboo subject (but document that the candidate raised the issue). If a candidate volunteers information about which it would be impermissible for the interviewer to inquire, the interviewer should respond that such information will not be used to assess the ability to perform the job and will not be considered in the hiring decision.

In the course of hosting and interviewing the candidates, persons who are not on the search committee or in the chain of command are often involved. It is helpful to have some means of collecting and documenting feedback from such participants, for example, through the use of a form where participants can indicate the perceived strengths and weaknesses of the candidate.

Visa Status of Candidate

The University regularly recruits international faculty candidates for regular and non-regular academic appointments. Non-citizen candidates for academic positions are required to have or be eligible for visa status appropriate for the position. The General Counsel's office should be contacted when it becomes necessary to obtain a visa for a non-citizen, or if there are questions regarding the visa status of a candidate. The Director of the International Center (882-6007) is also available for assistance regarding visas and non-immigrant status labor certification (for H-1B status).



Inquiries about equity and diversity need to be consciously incorporated throughout the interview, raised in various contexts, and asked by various members of the search committee (not one designated "diversity member"). Avoid compartmentalizing the questions, as if they reflect issues wholly separate from effective teaching, research, or management.

The University makes hiring decisions on the basis of merit, not citizenship; however, it is not illegal when deciding between two equally qualified candidates to prefer to hire the U.S. citizen. In fact, it may not be possible to hire and obtain a visa for the international candidate when a U.S. citizen is equally qualified. Advertising for the position may include a statement that applicants should be prepared to prove eligibility to be employed in the position in accordance with all applicable laws. Be advised that for labor/immigration purposes a print ad may be required, even though MU may approve a search utilizing only electronic recruiting media.

Note that inquiries regarding the national origin or family status of an applicant are illegal in the hiring process and may not be made until after the hiring of the applicant. Therefore, such inquiries, which are helpful in determining visa status, may not be asked until after the decision has been made to hire a particular candidate. Prior to that, the only permissible question is whether the candidate is legally eligible to accept employment in this position.



One helpful recruitment strategy is to enable persons who are members of a minority or special interest group to meet with local members of that group. It is recommended that the hiring unit provide social opportunities for candidates to meet with faculty, staff, and students who are from the same group, if requested. Be aware that some candidates will be very pleased with this opportunity, while others may feel it to be unnecessary. The option can be one of several you give candidates for their visit.

Documentation

Throughout the process, the Committee and all other persons involved in the initial selection decision should document the means used for screening applicants. Interview notes, core questions, notes of telephone references, and other documentation should be maintained in the hiring file.

Recommending a Candidate

After Committee discussion and deliberation, the Committee will complete its charge by recommending one or more of the applicants to fill the position. Selection is to be based on the ability of the candidates to perform the job requirements as evidenced by the candidates' credentials, interviews, references, and other job-related criteria.

The Committee should be kept informed of the results of the offer process.

Notification of Unsuccessful Candidates

It is the responsibility of the hiring unit to notify all unsuccessful applicants that the search has been completed and the position filled. There is no need to delay notification until a candidate has been hired. If an applicant is unsuitable for the position and will not be considered further, it is courteous to inform him/her promptly.

Search Approval

Prior to obtaining approval to make an offer, the hiring unit must obtain approval of the results of the search. Once a candidate has been elevated to “recommended” status in OARS, it is necessary for the hiring authorities to confirm that an adequate search has been conducted and that recruitment has resulted in a pool that appropriately reflects the available market. If there are insufficient minority or female applicants or a poorly qualified pool of candidates, the hiring unit may be required to make additional recruiting efforts. If the approval authorities agree that the size and composition of the applicant pool is adequate and approves the methods and results of the search and selection process, then the department will receive authority to hire from the identified pool of candidates.

Offer Process

Offer Approval

Once at least one candidate has been “recommended,” and Search Approval has been obtained, the hiring unit is ready to seek approval in OARS to make an offer. The negotiated terms of the offer are entered into the Candidate Detail web form by the hiring unit. By changing the position state to Hire Approval, members of the distribution list will automatically be requested to approve the offer to the recommended candidate ranked as number one. (Note that by approving the Offer, the department chair certifies that the appointment is in conformity with the Board of Curator’s Instructional Communication Policy, Section 330.090 of the Collected Rules and Regulations.) Note that after the position is submitted for hiring approval, only users at the division level may make changes to the proposed offer terms.

The Letter of Offer

Hiring units may negotiate with candidates, but are not authorized to issue an offer until the provost or provost’s designee has approved the hire.

An offer letter sent to a candidate constitutes a binding commitment on the part of the employer and, if accepted, on the part of the new employee. It is essential, then, for letters of offer to be carefully written. To assist you in this, we have prepared the following guidelines for letters of offer. These guidelines cover the majority of situations; if, however, there are unusual or special circumstances involved in your offer to a candidate, please contact the University of Missouri Office of the General Counsel.

Essential components for all letters of offer

- Title
- Base salary
- Service basis: Nine (9) month or Twelve (12) month
- Initial appointment period and whether the appointment is term or continuous
- Tenure status: tenured, tenure-track, or non-regular/non-tenure track
- If it is a regular, term appointment: the maximum probationary period, prior service credit, and deadline for tenure decision

- Direct supervisor, if not the person making the offer
- Primary responsibilities
- Starting date
- Statement that the letter constitutes the full terms of the employment offer and supercedes all other representations, either written or oral, that may have been made.

Contingencies in all letters of offer

- “This appointment is contingent on University approval and employment is subject to all the rules, orders, and regulations of the Board of Curators.” A copy of the Faculty Handbook should be enclosed (or made available on the University Web site and hard-copy provided at time of reporting for work.)

Note: the Faculty Handbook can be obtained on-line at <http://web.missouri.edu/~mufcwww/facultyhandbook/index.html>

- “Once hired, you must provide an acceptable proof of identity and eligibility to work in the United States (as specified on the I-9) in compliance with the Immigration Reform and Control Act.”

Special terms

- [If we have not already received transcripts:] “This offer is also contingent on verification of credentials. We will need an official transcript, proof of professional licensure, or similar verification for our records.”
- Specify if the offer is contingent on any prior or subsequent condition (e.g., “this offer is contingent on your receipt of a doctoral degree prior to your hire date”; or “renewal of your employment is contingent on your receipt of a doctoral degree within one year of your initial hire date”). In the case of a contingency concerning receipt of a degree that is required for the position, you should also specify what will happen if the contingency is not met - is the whole offer void, or will you allow the individual to start work but at a reduced salary and different title?
- Specify if renewal of employment (for non-tenured positions) is contingent, among other things, on renewed grant funding.
- Specify specially negotiated provisions (e.g., the initial decision-maker has agreed to provide start-up costs, special equipment, moving or relocation money, etc.).

Personalizing comments

Clearly, an important part of any letter of offer are those comments that personalize the offer, provide additional information that may have been requested by the candidate, and communicate a sense of enthusiasm regarding a department’s desire to have the candidate “join the team.”

Other considerations

The University functions differently than some institutions regarding the start of benefit eligibility, and therefore it might be helpful to make a point of this in the offer letter. New employees should realize that benefits do not start automatically, but rather, the individual must sign up with Faculty and Staff Benefits. Sign-up may be done prior to the actual appointment date (start of employment).

You may also want to make something like the following statement: “The University of Missouri is pleased to comply with the Americans with Disabilities Act; please feel free to contact us with a request for reasonable accommodations.” If you include this statement, include it in all offers, not just in offers

to people you think may be disabled.

If you ask the candidate to accept the offer by signing and returning a copy of the letter, be sure to include, in essence, the following certification line: "I accept the offer on the specified terms. I understand that my employment is subject to the rules, orders, and regulations of the Board of Curators of the University of Missouri."

The candidate, in his/her response, may wish to change the terms of the written offer. For example, s/he may want to renegotiate salary or put off the starting date for a semester. This generally constitutes a legal counteroffer. You will need to acknowledge in writing any changes to which the University agrees. Certain changes may require additional approval of Provost.

Subsequent Offers

If the first candidate rejects the University's offer, the department may seek approval to hire a different candidate from the same pool of recommended candidates. The reason the offer was refused should be documented on the Candidate Detail page of the first offeree; that will automatically reset the Position State so that a different recommended candidate can be given the rank of 1. The position would then be resubmitted for Hire Approval. You may do this for the entire list of recommended candidates, if necessary. When the list of recommended candidates has been exhausted, you may either recruit further (Position State: Candidate Entry; Position Status: Leave Open) or you may close the file.

Tenure

In order to hire a person with tenure, it is necessary to submit the following documentation: a statement of the votes of the departmental and divisional promotion and tenure committees; letters from two or three external reviewers; and a statement of how the employment of that individual fits into the department's strategic plan. If a P&T Committee does not provide a recommendation within three weeks of receiving the candidate's credentials for review, the dean may certify that fact in writing and submit the request for appointment with tenure without the Committee's recommendation. Note that the P&T committee votes are advisory; the final decision whether to offer tenure rests with the Chancellor.

At the present time, tenure documents must be distributed off-line. However, you should record in OARS that the documents have been obtained.

SAMPLE LETTER OF OFFER

*[Provisions in brackets illustrate optional terms of employment, which may not appear in every offer letter.]

Dear _____ :

I am pleased to offer you a full-time (1.0 FTE) appointment as an Assistant Professor at the University of Missouri-Columbia College of _____, Department of _____. The position being offered is a nine-month regular, tenure track appointment. The initial term of such appointment will commence on September 1, 2000 and will end on May 31, 2001, and is renewable on a year-to-year basis at the discretion of the University.

Your annual base salary during the initial term will be \$50,000.00. [The Department usually has money available for summer research grants; you will be notified and have an opportunity to apply for such funding.][The University will also reimburse you for, or pay directly, the actual cost of moving expenses associated with your move from _____ to Columbia up to an amount equal to ten percent (10%) of your annual base salary.]

If you accept this offered employment, your appointment will be subject to all rules, orders and regulations of the Board of Curators, including the Academic Tenure Regulations, a copy of which is enclosed for your review. During each year of your probationary period, which under the Academic Tenure Regulations may not exceed a total of six (6) years, you will be expected to engage in teaching, scholarly activities and service and to demonstrate that your appointment should be renewed for another year.

During your employment at the University of Missouri-Columbia, you will be eligible to participate in all of the fringe benefit plans, such as medical, dental, life insurance, disability, retirement, etc., in accordance with the provisions thereof, which are available to all full-time University employees. Please note that you must sign up with our Faculty and Staff Benefits office before your benefits become effective; you may do this prior to the start of your employment.

The Immigration Reform and Control Act of 1986 (IRCA) requires employers to verify the identity, the residency status and the eligibility for employment of all employees. On or before your first day of work, you will be required to present to your department original documentation to establish (1) your true identity and (2) eligibility to be employed in the United States (such as birth certificate, passport, driver's license and/or social security card). Therefore, this offer of employment is contingent upon your providing the documentation necessary to permit the University to comply with its obligations under IRCA.

University lawyers have advised us to inform all individuals being offered employment that this letter constitutes the full terms of our employment offer and supersedes all other representations, either written or oral, which may have been made to you.

I am delighted that you anticipate accepting our offer and look forward to working with you. To indicate your formal acceptance of the offered appointment on the terms described above, please sign the enclosed copy of this letter and return that signed copy to me.

to people you think may be disabled.

If you ask the candidate to accept the offer by signing and returning a copy of the letter, be sure to include, in essence, the following certification line: "I accept the offer on the specified terms. I understand that my employment is subject to the rules, orders, and regulations of the Board of Curators of the University of Missouri."

The candidate, in his/her response, may wish to change the terms of the written offer. For example, s/he may want to renegotiate salary or put off the starting date for a semester. This generally constitutes a legal counteroffer. You will need to acknowledge in writing any changes to which the University agrees. Certain changes may require additional approval of Provost.

Subsequent Offers

If the first candidate rejects the University's offer, the department may seek approval to hire a different candidate from the same pool of recommended candidates. The reason the offer was refused should be documented on the Candidate Detail page of the first offeree; that will automatically reset the Position State so that a different recommended candidate can be given the rank of 1. The position would then be resubmitted for Hire Approval. You may do this for the entire list of recommended candidates, if necessary. When the list of recommended candidates has been exhausted, you may either recruit further (Position State: Candidate Entry; Position Status: Leave Open) or you may close the file.

Tenure

In order to hire a person with tenure, it is necessary to submit the following documentation: a statement of the votes of the departmental and divisional promotion and tenure committees; letters from two or three external reviewers; and a statement of how the employment of that individual fits into the department's strategic plan. If a P&T Committee does not provide a recommendation within three weeks of receiving the candidate's credentials for review, the dean may certify that fact in writing and submit the request for appointment with tenure without the Committee's recommendation. Note that the P&T committee votes are advisory; the final decision whether to offer tenure rests with the Chancellor.

At the present time, tenure documents must be distributed off-line. However, you should record in OARS that the documents have been obtained.

SECTION B. ABRIDGED HIRING PROCEDURES

This section addresses those instances when standard recruiting procedures need to be abridged in order to meet time demands or other administrative considerations. The University remains committed to a policy of non-discrimination in all searches, regardless of the procedures that apply. Thus, hiring decisions must be made on the basis of job-related criteria, without regard to race, gender, marital status, pregnancy, sexual orientation, religion, age, national origin, disability, or other prohibited factors. Abridged procedures recognize that sometimes it is necessary to alter the hiring procedures in order to address other important University concerns. Searches conducted with abridged procedures will therefore incorporate as much of the standard equal opportunity process as is possible, but will allow for variations necessitated by legitimate University interests.

Basis for Abridged Search

There are a number of identified situations when an abridged search is appropriate. Each of those situations is identified in OARS as a distinct Hire Type. Appropriate justification must be made before any abridgement is approved. You must identify your abridged search as one of the following:

Emergency Hire An emergency hire takes place when the hiring unit cannot provide coverage for a vacant position for the time that it takes to do a thorough search. Bona fide emergencies might arise, for example, as the result of an incumbent's sudden departure due to illness or resignation. If the hiring unit cannot continue necessary operations by temporarily reassigning job duties, the hiring unit may seek approval to hire on an abridged basis. The Abridged Hire Justification should identify what the emergency is and what means were/will be used to identify a qualified person to fill the vacancy.

Temporary Hire A temporary hire takes place when the term of the position is twelve months or less and there is no current expectation that the position will extend beyond that time. (For example, it may be that an incumbent decides to resign after a one-year leave of absence, but that was not anticipated at the time of hiring a temporary replacement.) Not all temporary hires need to be filled on an emergency basis. For example, it may be known well in advance that the incumbent will be on leave of absence. However, it may be unreasonable given budgetary and other constraints to do a full search for such a short-term appointment. The Abridged Hire Justification should identify why the position is being filled on a temporary basis and how the full search procedures need to be altered (e.g., regional rather than national search, expedited review of applications, etc.)

Spousal/Partner Accommodations: In an age where more dual career couples are working in academe, it is a recruiting advantage to offer spousal and partner accommodations in hiring. Ultimately, the provision of such accommodations enhances the academic excellence and diversity at MU. Optimally, departments will work together to assist in the hiring of the spouse or domestic partner of a candidate to be hired.

The Provost will approve an accommodation hire in the form of a temporary appointment to a full-time non-regular academic position. Such an accommodation may be made without a search. This one-year temporary appointment may be extended for a maximum of one year. If the department seeks to retain the individual beyond that period, there must be a legitimate search completed within the two-year period. Appointment of the partner in a tenure track or other "renewable" position may also be approved. The Provost will waive normal recruitment requirements, but normal selection procedures – including interviews, committee/faculty votes, etc. – must be followed.

The Abridged Hire Justification should identify the primary hire and the department. There should be some mention of the spousal/partner accommodation in the offer letter or hiring file of the primary hire.

As with all hires, it is important to specify in the letter of offer the work expectations and the duration of the commitment so that future misunderstandings can be avoided. Spousal accommodations are subject to the University's nepotism policy (see Section C, below). The partner cannot be hired before the primary spouse is hired.

Promotions The University seeks to recognize excellence in our employees and where possible to retain good employees through employment enhancement. To that end, in individual cases the Provost will support without a search the transfer of a non-regular faculty member into a related, non-regular academic position, e.g., from a post-doctoral position to a research assistant professor or from a research associate to a research instructor. Generally, a promotion will not be approved without evidence that the employee was hired into the current position as a result of an equal opportunity search. The Abridged Hire Justification should identify the employee's current position and the means of hiring into that position; and include certification that the department is in possession of supporting evidence of the employee's meritorious performance in the current position (e.g., the latest performance appraisal or P&T committee evaluation).

Unique Situations There may be other special circumstances that justify abridging the standard hiring procedures, but which have not been identified on a recurring basis. The Abridged Hire Justification should describe both the reason for not doing a full search (what other valid university interest outweighs the commitment to do a full, competitive EEO search) and how the full search procedures need to be altered (e.g., regional rather than national search, shortened advertising time, etc.)

Internal Searches In those rare cases when only current MU employees are qualified for a position, abridged procedures may be appropriate. The Abridged Hire Justification should justify the need for an internal search and delineate a means of announcing the position on campus and a reasonable recruitment period.

Outstanding Scholars Occasionally a department may discover that an individual with exceptional credentials (e.g., a Nobel or Pulitzer prize winner) is interested in a faculty position at MU. The Provost will consider waiving normal procedures in order to hire such an individual, provided that the department provides satisfactory evidence of the truly exceptional nature of the individual's credentials. The expectation is that the department will be able to cover the individual's salary and start-up costs, if any. The Abridged Hire Justification should make reference to the candidate's exceptional credentials; additionally, the department must submit references, peer reviews, or other documentation of the candidate's standing.

Staff of Newly Hired Faculty Occasionally a newly recruited faculty member will negotiate to hire members of his/her current staff. Instances of this may occur, for example, with senior research personnel. When these collateral hires are approved as part of the hiring package for the original faculty member, the Provost will forgo a competitive search. The hiring unit must submit the letter of offer or other documentation of the original agreement along with the Recruiting-Hiring Plan and the Request to Make an Offer. There can be no retroactive hiring packages; once the primary faculty member starts to work at the University, all positions must be filled competitively. The Abridged Hire Justification should identify the name of the primary hire; the letter of offer for the primary hire or other contemporaneous documentation should identify by name the staff members who may be hired under this abridged hiring process.

Postdoctoral Fellows While it is important that there be some equal opportunity process for hiring post-docs, the system would be overburdened if standard hiring procedures were used for every postdoctoral position. Therefore, each division employing post-docs will submit to the Vice Provost a detailed plan for recruiting and hiring postdoctoral fellows. The Vice Provost will review each plan to ensure that it provides for equal opportunity hiring. Thereafter, any postdoctoral hire that conforms to the plan as submitted and approved will be deemed to be an equal opportunity hire.

Key Physician Recruit The provost has approved an abridged hiring procedure for those clinical track faculty members of the School of Medicine who are urgently needed to provide patient care. Provost-level approval is not required for Key Physician Recruits. The Abridged Hire Justification should confirm that the appropriate administrative body has identified the position as a Key Physician Recruit.

Term of Appointment for Abridged Hires

A temporary position, by definition, is one that lasts one year or less with no expectation of renewal. The expectation is that either the incumbent will return or the duties of the position will be completed.

An emergency position is also filled for a term of one year or less. At the end of the year or sooner, it is expected that the hiring department will initiate full recruitment and hiring procedures to fill the position on a permanent basis. The temporary or emergency appointee may be encouraged to apply. However, the appointee has no automatic advantage in the hiring process and should be judged on the basis of job criteria and experience.

A one-year emergency or temporary appointment may be continued for a maximum of another year. For example, situations that might warrant an extension include inability to find and hire a suitable permanent employee for the position or an extension in the leave of absence granted to an incumbent.

For other types of abridged hires, there is no mandatory limitation on appointment terms.

Hiring File

The hiring unit is responsible for documenting all steps taken to fill the position. As applicable, all documents required for a full search are to be included in the abridged search file.

SECTION C. OTHER CONSIDERATIONS

Nepotism

No person shall be denied employment simply because a member of his or her family is employed by the University. However, where two members of the same family are related by blood or marriage within the second degree, they may not be employed such that one is in a supervisory relation to the other. For purposes of this policy, relatives within the second degree include parents, siblings, grandparents, grandchildren, aunts, uncles, first cousins, nieces, and nephews. A supervisory relationship involves giving performance reviews, or making employment or status decisions affecting the related employee.

(Source: Section 320.040 of the Collected Rules and Regulations, <http://www.system.missouri.edu/uminfo/rules/personnel/320040.htm>.)

Employment Eligibility Verification

Under federal law, every person hired by the University including temporary and hourly employees must provide proof of identity and employment eligibility pursuant to the Immigration Reform Act. The hiring unit is responsible for ensuring that each new employee signs, within three days of first day of work, an I-9 form. The signed form and appropriate documentation as listed on the I-9 must be submitted with the PAF.

Official Transcripts

The hiring unit is responsible for obtaining the official transcript or other verification of qualifications of every newly hired faculty member. The transcript shall be retained by the department as part of the employee's departmental personnel file,

Part-Time Employment

These procedures do not cover non-benefit eligible positions. However, given the University's commitment to equal opportunity, hiring authorities are encouraged to adopt as much of this procedure as reasonable for each part-time hire. Note that OARS can be used for approval and documentation of part-time hires. The Distribution List should include the department and division unit as usual, but the campus level distribution list should not be appended.

Crime Statistics

Departments are asked to place the following statement on all departmental web sites where job listings are posted: MU makes available to applicants a security report of crimes that occurred on campus over the previous three years. For a copy of this report, contact the University Police Department at (573) 882-5923 or access their web site at: <http://web.missouri.edu/~mupdwww>. This statement need not appear on individual job announcements or requests for referrals.

Adopted 7/00

Revised 11/04