Final NAU Faculty Search & Screening Guidance Document
(Draft July; Revised August 14, 2023; Final Document August 18, 2023)

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Timeline

- ✓ **August 2023**: MOU signed with Faculty Senate; feedback compiled and incorporated into this document
- ✓ **August 2023:** HR Training Sessions Announced and Sign Ups Begin (<mark>To be communicated separately to campus by HR</mark>)
- ✓ **August 2023: August 28 OR 29, 2023 Zoom** session for deans, associate deans, ADOs, and chairs to walk through this document
- ✓ **September 2023**: Deans work with their college ADOs/Associate Deans to revise college processes, if needed, based on the steps and resources below
- ✓ **September 2023**: Implementation of new process

FAQs

- ✓ **What's still pending in this document?** Highlighted areas below and the links on the resource column are being professionally formatted by September 1, 2023.
- ✓ **Can a college add more steps beyond this document?** At a minimum, steps in the process must be followed. **Deans can work with their college to add additional steps.**
- ✓ **What about CoFs?** Because of the signed MOU between HR, Faculty Senate, and Provost office, this document replaces CoFs Appendix C.
- ✓ **When should I use this document?** Any search posted on or before September 1, 2023.
- ✓ **What if I have a pending search posted before September 1, 2023?** Use the old process.
- ✓ **Who has access to the Teams Folder?** Dean, Associate Dean, Chair/Director, ADO, Search Committee, TAC. At the completion of the search, only the TAC.
- ✓ **What level of feedback informed this document?** For over two years, solution-focused voices across campus informed changes to this process and document. This is an iterative document. We will continually receive constructive/forward-focusing feedback with the understanding that the process is changing and may evolve further. We are committed to developing and implementing equitable policies and practices that will enhance the recruitment, retention, professional development, and evaluation of highly qualified, mission-driven faculty and staff with a myriad of academic pursuits, experiences, and talents that support, enhance, and connect with the diversity of our student community.
- ✓ **Where the approver/approve?** After Step 1, send a message in the Teams folder.

How to Use this Document

This offers a single document with steps and resources that you can click on for the faculty search and screening process.
Column 1: Defines the required steps/stage in the faculty search process
Column 2: Description of the step/stage
Column 3: Signifies final approver of a specific step in the process
Column 4: HR/Faculty Affairs resources; important notes; or sample templates. Samples or templates serve as guideposts for colleges to adapt unless specified as required.

Stages of Process & Samples for Faculty Search and Screening

The following steps should be followed across faculty search and screening processes. The ADO and HR Talent Acquisition Coordinator must work with units to ensure that documents are uploaded to the Teams folder before moving on to each step of the process. If questions arise during the process, it allows the ability to respond quickly because documents are up to date and on file.			
Step in the Process	**Description**	**Final Approver**	**Resources and/or Important Notes**
Step 1: Position Request	Dean, with ADO, requests a position	See personnel requests FAQ	- FAQ Guide for Personnel Requests (Link) - How to use Teams (Udemy) **Note:** Salary hiring ranges (see dean's office for current CUPA data; VP-FA available where data is limited)
Step 2a: Drafting the Job, Creating Committee & Training *Note: Steps 2a and b occur simultaneously*	Creation of Search Committee by Department Chair/Director; Selection of Search Committee Chair Development of Job Description (committee/search chair)	Chair/Dean	- Template for writing a job description (Sample Link); additional standard language can be developed by colleges - What should go into minimum and preferred qualifications (MQ/PQ FAQ) (Link) - Best practices for search committee (Link) **Note:** Once the position description has been submitted through service portal, HR talent acquisition coordinator requests a list of committee members and provides resource documents for advertising, and training dates. From the committee member list, HR creates a Teams folder with instructions and includes all committee members, Dean, Associate Dean, ADO.
Step 2b: Position Routing	ADO initiates a position request for service through the employee portal (service now). Approval Routing ➥ ADO/Dean's liaison ➥ Reports to Department Head/Chair ➥ Dean ➥ JFR ➥ VP/Provost ➥ Budget	Approval routing process	- Position announcement language (Sample Link) **Note: (A1/A2 form, no longer used)**

	➢ HR		
Step 3: Recruiting & Tools	Recruitment, matrix/rubric, interview questions, reference questions (led by committee)	Chair/Dean	- Suggestions for designing a matrix/selection tool ([Link](#)) - Recruitment advice (to be sent to the committee within the job position Teams folder, part of 2a training)
Step 4: Review of Pool & MQ	Review of MQ by search committee members (not ADO); TAC reviews the pool with dean or dean designee (not posted in Teams folder)	Search Committee (MQ); Review of Pool (TAC)	- Dean or dean designee reviews the pool with the TAC at the deadline date. TAC sends a message within teams whether or not to move forward - Two people review for MQ (college decides who) and the search chair adds status codes (upload into Teams) - The TAC will update the Teams folder of submitted applications once per week; TAC sends a message in Teams when the committee can review for PQ (step 5) **Note**: Applications received before X date, receive full consideration (See 2a). The job posting will be removed but can be re-opened for a set amount of time, if needed (two weeks – a standard amount for a fair review).
Step 5: Preferred Qualifications (PQ)	The committee reviews PQs; places final composite in Teams folder; the committee chair sends recommendations to chair/director and dean	Dean/Dean's Office Liaison	- Sample recommendation for chair/director to send to the dean ([Link](#)) - Search committee chair adds status codes and uploads to Teams.
Step 6: Conduct first-round interviews	Search committee schedules and conducts first-round interviews (gain consent for reference checks); submit recommendations to chair/dean for final interviews	Dean	- **Requirements** and **options** for conducting first-round interviews ([Link](#)) - Sample interview questions (if you need help, ask your TAC, Associate Dean, or ADO) - Sample recommendation for chair/director to send to the dean (see above; Step 5 for sample) - Search committee chair adds status codes and uploads to Teams.
Step 7: Reference Checks & Second-round Interviews	The search committee first conducts reference checks for candidates who will be	Search Committee	- **Requirements** and **options** for reference checks ([Link](#)) - Search committee chair adds status codes and uploads to Teams.

	invited for on-campus (second-round interviews)		**Note:** The second-round interview should be conducted on-campus (remote options need pre-approval from the dean) **Steps 7 and 8 can occur at the same time.**
Step 8: Unit leader calls the candidates	For those being considered for a second-round interview, the Department chair/director (dean in some colleges) calls the candidate to discuss/clarify workload, salary range, and other items.	Chair/Director	- Sample guidelines (Link) **Note:** Information obtained during this call (e.g., salary or workload expectations) should be used to determine eligibility for a second-round interview. Search committee chair adds status codes and uploads to Teams. **Steps 7 and 8 can occur at the same time.**
Step 9: Decision for second round interviews	The chair/director incorporates information from their phone conversations, reference checks, and the committee recommendation and makes a recommendation(s) to dean for second-round (final) invitations.	Dean	**Note**: Notes from conversations, reference checks, and committee recommendations should be uploaded into Teams folder Search committee chair adds status codes and uploads to Teams.
Step 10: Finalist (second round) Interviews	Candidates visit campus for finalist interviews	Dean	**Requirements** and **options** for second-round "finalists" interviews, conducted in-person/on campus (Zoom, if pre-approved by dean) Search committee chair adds status codes and uploads to Teams.
Step 11: Selection & Archive Documentation	The search committee provides strengths and weaknesses for each finalist to the chair/director. The chair/director evaluates and recommends the hire to the dean; the search committee must upload the description, selection process documentation and tools, decision codes, formal	Chair/Dean	- Template for strengths and weaknesses; recommendation to the dean (Link) - Department chair notes in teams folder who was selected and why **Note**: ADOs/Search Committee Chair upload a final excel spreadsheet of the applicant pool and add decision codes in an excel spreadsheet (this is required at end of process, but colleges can determine if they want to record this information along the way)

	evaluations and recommendations to teams folder		
Step 12: Offer & Hire	Chair and/or dean makes an offer to hire (work together before candidate is called); upon acceptance, appropriate paperwork should be completed (epar submitted)	Dean for all hires, except, tenure track positions where the dean recommends to the provost	- Template for Deans to make a letter of offer (LOO) (<mark>To be added</mark>) - MOU template for startup package (<mark>To be added</mark>) **Note**: Letter of offer should not be drafted until Teams folder contains all information from each stage of the process. Search committee chair adds status codes and uploads to Teams.
Post-Hoc	The ADO and HR Service Team work together to close out the Teams folder	ADO/HR Service Team Representative	**Important Notes:** When each search is completed, the ADO is responsible for notifying the HR Service Team that the hire has been completed so everyone except HR is removed from Teams folder. - Additionally, the ADO should make sure that the Teams Folder includes the Job Announcement, List of applicants; information on how they were reviewed (matrix); Selection rationale. - HR Service team removes committee/chair of committee access to search folder. - **HR can conduct random spot checks throughout search processes along the way to ensure documents are being added after each step of the process in a timely fashion**