College of Engineering
Executive Retreat

Faculty Hiring Workshop
Preparation of an Effective Search

June 12, 2015
Paradise Ranch, PA
## Agenda

**Executive Retreat June 2015**

<table>
<thead>
<tr>
<th>Time</th>
<th>Description</th>
<th>Document</th>
<th>Lead</th>
<th>Rapporteur</th>
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<tbody>
<tr>
<td>08:00–08:30</td>
<td>Breakfast</td>
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<tr>
<td>08:30–09:00</td>
<td>Introduction, Overview and Orientation</td>
<td>Agenda</td>
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<tr>
<td>09:00–10:30</td>
<td><strong>Faculty Hiring Workshop – Part I</strong></td>
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<td>10 + 10</td>
<td>Update on 2015 hiring campaign</td>
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<tr>
<td>10 + 30</td>
<td>1. Preparing for an effective search</td>
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<td>10 + 20</td>
<td>2. Interviewing for impact</td>
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<td>10:30–10:50</td>
<td>Break</td>
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<tr>
<td>10:50–12:00</td>
<td><strong>Faculty Hiring Workshop – Part II</strong></td>
<td>Slides</td>
<td>Chimay/Amr</td>
<td>Phil</td>
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<td>11 + 30</td>
<td>3. The negotiation</td>
<td></td>
<td>Peggy</td>
<td>Kultegin</td>
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<td>11 + 20</td>
<td>4. Dual career management</td>
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<td>12:00–12:30</td>
<td>Break and Presenters’ Preparation</td>
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<td>12:30–14:00</td>
<td>Lunch and Group Photo</td>
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<tr>
<td>14:00–15:10</td>
<td><strong>Faculty Hiring Workshop – Part III</strong></td>
<td>Slides</td>
<td>Judy</td>
<td>Sven</td>
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<td>15 + 30</td>
<td>5. Effective startups</td>
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<td>Paul/Anthony</td>
<td>Harriet</td>
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<td>15 + 20</td>
<td>6. Post-search closeout</td>
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<td>15:10–15:45</td>
<td>Break and Presenter’s Preparation</td>
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<td>15:45–16:15</td>
<td>Presentation of Recommendations</td>
<td>Slides</td>
<td>Rapporteurs</td>
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<td>16:15</td>
<td>Closure</td>
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Update on 2014-15 Faculty Hiring Campaign

June 12, 2015
Paradise Ranch, PA
FAQs During Interviews

• What are the department’s, college’s and university priorities for the future?
• Is collaboration encouraged?
• How do the institutes work?
• If I am not a co-hire, can I still be part of an institute?
• What are the attributes of a successful faculty member?
• How does P&T work?
• What does start-up cover?
• Can you find a job for my spouse?
• Can I get preference for day care?
Update on 2015 Hiring Campaign

Recommendations

• Use the term: partner opportunities, rather than “spousal issues” or “spousal problems”;

Issues for Further Discussion

• None
Preparation of an Effective Search

June 12, 2015
Paradise Ranch, PA
Preparation of an Effective Search

1. Hiring priorities and contents of the ad for a diverse applicant pool
2. Setting and managing the timeline
3. Faculty, staff, and student participation
4. Communication with the candidates during the search
5. Spreading the word prior to the search, when to advertise
6. Dos and don’ts
To diversify the candidate pool, a wide net should be cast.

Through strong support from the Provost and Dean, The Department of Mechanical and Nuclear Engineering at The Pennsylvania State University is pleased to announce there will be a significant growth of faculty over the next several years. In 2015/16, the Department is seeking excellent applicants to fill six tenure-track positions in ME. The areas of interest include, but are not exclusive to: advanced manufacturing and materials processing, energy systems, computational fluid dynamics, intelligent systems and sensors, autonomous systems, and other emerging areas. Applicants should have demonstrated outstanding scholarly research and teaching interests in mechanical engineering or a related field.
Preparation of an Effective Search

1. Hiring priorities and contents of the ad for a diverse applicant pool

Recommendations

• Have a faculty retreat, discussing the search strategies.
• Have an immediately-past new hired faculty talk about his/her experience during their respective interviews.
• Have a diversity of the pool.

Issues for Further Discussion

• None
A key point of having a successful search is to start early

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Position ad completed/reviewed by search chairs</td>
<td>June 1, 2015</td>
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<tr>
<td>Position ad web post / magazine publishing</td>
<td>August and September issues (apps due Sept 15)</td>
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<tr>
<td><strong>Applications will be sorted</strong> as they come in and provided to the appropriate discipline committees listed below. The DH Office will sort and categorize applications, but might need adjustments from the committees.</td>
<td>Start date September 15 (will be stated in position ad)</td>
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<tr>
<td><strong>Application reviews for ME:</strong> rolling review by the discipline specific ME committees with recommendations given in a timely manner to the Oversight ME committee. Oversight ME committee will recommend to interview or not.</td>
<td>September 15, 2015 – December 1, 2015</td>
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<tr>
<td>Begin interviews / request reference letters</td>
<td>October 15, 2015</td>
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Preparation of an Effective Search

2. Setting and managing the timeline

Recommendations
- Start the search earlier, the earlier the better.
- Broaden the search.
- Suggestions: (1) ad discussed by June 1; (2) ad published by Aug – Sept.; (3) application due Sept. 15; (4) application reviews Sept. 15 – Dec 1; (5) interview starts Oct. 15.
- We may invite prospects in for seminars, as a “pre-screening interview” and introduce us to those potential candidates – a way of pre-recruiting.
- Include some videos, texts, etc. to the search ad – information about the university, State College livings, …, so that we could significantly enhance our ads.

Issues for Further Discussion
- Cases from candidates who drag the process b/c of waiting for other offers; how do we shorten a post-offer waiting?
- How do we work out with dual career opportunities in a short-time frame, before a need of candidate’s yes?
Strong faculty, staff, and student participation can set a good impression

Faculty Search Committees (need to be diverse!!!)
Oversight Committee: Chair, Chair 1, Chair 2, Chair 3
Area 1: Chair 1, Members 1 and 2
Area 2: Chair 2, Members 1 and 2
Area 3: Chair 3, Members 1 and 2

All faculty are invited to participate in one-on-one interviews; meals; seminars. Newly hired faculty are given a special lunch with the candidates.

Students participate through student group meetings with candidate

Staff present the first and one of the most important impressions of the department.

MNE’s Secret to Success:
Juls Kralik
# Preparation of an Effective Search

## 3. Faculty, staff, and student participation

<table>
<thead>
<tr>
<th>Recommendations</th>
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<tr>
<td>• Ask for a 15-min teaching seminar by a candidate, so we can assess the candidate’s teaching ability.</td>
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<tr>
<td>• Have a friendly and warm staff in interacting with our candidates – staffs are important.</td>
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<td>• Have a department representative to pick up the candidate from the airport; first warm impression.</td>
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<tr>
<td>• Prepare a small &amp; nice set of gift to the candidate - make warm feeling.</td>
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## Issues for Further Discussion

- None
Clear communication with the candidates is important

Pre-Interview
• **Oversight Search Chair:** Initial contact to assess verbal skills
• **Department Head:** Contact to extend invitation and request permission to contact references.
• **Staff:** Contact to arrange travel and ask for preferred meetings with PSU faculty.

Interview and Post-Interview
• **Department Head:** welcome and exit interviews. Exit interview explains the remainder of the process:
  • Will be contacted in a few weeks to inform them of decision
  • If yes, will ask for start-up requests
  • Draft offer will be provided
  • Final offer will be provided

Executive Retreat June 2015
Preparation of an Effective Search

4. Communication with the candidates during the search

**Recommendations**

- During an exit interview, ask whether the candidate is still interested in our position, but if not, please let us know asap.
- During the dept head interview: Offer some info on typical offer parameters, e.g., grad student, equipment (with justifications), and ask for thoughts from the candidates.
- Have pre-screening by a skype interview prior to an on-campus interview - help the recruitment efficiency.

**Issues for Further Discussion**

- None
Recruit, recruit, recruit prior and during search

**Department Head:**
- Place position ads early (some magazines require a two month lead time)
- Contact department heads at peer institutions to discuss potential candidates
- Spread the word at major conferences
- Brag about the dept. at invited talks at other institutions and ask to meet with their post-docs/grad students

**Faculty:**
- Assign various institutions to each faculty member to contact their sources
- Spread the word at major conferences
Preparation of an Effective Search

5. Spreading the word prior to the search, when to advertise

Recommendations

• Have every faculty engaged, e.g., reach out his or her own network, conference or seminar participation, etc. – get words out, and bring potential prospects info back to the search committee.
• When visiting other intuitions, ask for a possibility having lunch with PhD students from an inviting dept – constant recruiting.

Issues for Further Discussion

• None
Do’s and don’ts

Do’s

• Assign positive people to the faculty search committees
• Have each committee generate metrics on assessment of resumes PRIOR to reviews
• Have search committees generate a list of common questions for reference letters and for the interview with the full committee
• Gather feedback from ALL faculty, staff, and students

Don’ts

• Don’t assume that you have the power position in the negotiation. Great candidates have multiple offers.
• Don’t burn bridges because candidates to go other universities and talk!
Preparation of an Effective Search

6. Dos and don’ts

**Recommendations**
- Example of evaluation metrics: how a candidate fits in the dept or how his or her potential collaboration will be.
- Signs of appreciation of teaching, leadership type,
- Try to shorten the period that the candidates would be in charge, e.g., give a verbal offer with all offering parameters first and ask candidates to consider accepting; if positive, we then follow with an formal written offer. If response would be low, we move on with a new offer without being held – in this we will be in charge.

**Issues for Further Discussion**
- There are possibilities that a candidate says yes to the verbal offer but later says no to the formal offer.
Interviewing for Impact

- Selection
- Phone interviews
- Campus interviews
- Follow-up
- Communicating with candidates
- Assembling people and facilities lists
- Hospitality
- Accommodating needs
- Personal touches
- Expectations on communications
- Timing
Interviewing for Impact

1. Selection
2. Communicating with candidates
   • Expectations
   • Follow-up
3. Phone interviews / invitations
4. Campus interviews
   • Assembling people and facilities lists
   • Hospitality, personal touches
   • Accommodating needs
5. Timing
Interviewing for Impact

1. Selection
   Select a small pool of diverse, high-quality candidates

Discussion Points

a. Generate a short list for potential interviews
   – Search committee recommends, with consultation
b. Consider scholarly promise and potential “fit”
   – Area, accomplishments, references
c. References and other calls
   – Before or after interview?
Interviewing for Impact

1. Selection

Recommendations
- Narrow versus broad search: Search broadly, hire the best candidate. Singer and not the song.
- Screening.

Issues for Further Discussion
- Fit.
- References contacted before interview? Phone call.
- Can you call references not on the candidate list? Sometimes confidentiality is violated (especially senior candidates).
- Good practice for screening.
Interviewing for Impact

2. Communicating with candidates
   – Expectations
   – Follow-up  Communicate professionally, and as openly as possible

Discussion Points
a. Outline expected general schedule, potential reasons for variations
   – Number of candidates, visit timeframes, decision process; pad time to get back to “2nd choices”

b. Keep apprised, respond to questions

c. Candidates should feel good about PSU, even if they don’t get a position

Remember, we’re dealing with people, not CVs
Interviewing for Impact

2. Communicating with candidates

Recommendations

- Hospitality.
- Timely communication (Pre and post visit).

Issues for Further Discussion

- Seminars advertised publicly?
Interviewing for Impact

3. Phone interviews / invitations

Contact candidates personally, minimize surprises

Discussion Points

a. Primarily screening,
   esp. when travel / interview time is expensive
   – Might realize that candidate is unsuitable
b. Assess interest
   – Opportunity for candidate to ID any issues
Interviewing for Impact

3. Phone interviews / invitations

Recommendations

• Prescreen for overall fit.

Issues for Further Discussion

• Minimize surprises.
• Assess degree of interest.
Interviewing for Impact

4. Campus interviews
   – Assembling people and facilities lists

Discussion Points

a. Two-way information needs
   – PSU constituencies assess candidate “fit”
     • Scholarly promise: research, teaching, service attitude
   – Candidate assesses PSU people, facilities, commitment to shared vision
     • Unit faculty, potential collaborators (Institutes), “interested” administrators, staff, students, IPAC

b. Who and what are essential for mutual success? Who has a stake?

c. Neutralize “downers” via group scheduling

Structure interviews with quality information
4. Campus interviews (continued)
   – Hospitality, personal touches
   – Accommodating needs

Discussion Points

4. Campus interviews (continued)
   – Hospitality, personal touches
   – Accommodating needs

Discussion Points

c. Remember, we’re dealing with people, not CVs
   – Face time and personal calls convey importance
     • Staff assistant arranging travel can ask about needs
     • Pick up at airport, meet at hotel, escort in person
     • Meet early to set stage; meet late for exit review
     • Encourage participation of faculty colleagues; assure it for key candidates
     • Meals, socials can convey community
     • Follow up personally
Interviewing for Impact

4. Campus interviews

Recommendations
• Hospitality. (Airport pickup, escort between interviews, post visit)
• Neutralize downers. Meet Staff and students.
• Record the interview and put it on the intranet.
• Provide a tour of campus and SCE (a la Joe Summers).

Issues for Further Discussion
• Service attitude. Evidence of service. Outreach.
• Follow up.
5. Timing

Start early, keep things moving, and communicate status

Discussion Points

a. Early is better to get offers out to best people; can get good people later, too

b. Interview candidates in a tight window, if possible, to assure apples-to-apples assessments

c. Keep candidates apprised of status as sensitively as possible; sometimes there are delays
   – Offers are sometimes declined, need to get out quickly to viable backups
   – Negotiations sometimes take a while, might need to inform backups
Interviewing for Impact

5. Timing

Recommendations
• Communicate to the candidates verbally if they were not selected.
• Schedule other departments units.
• Ask the candidate who they want to meet.
• Feedback from all faculty.

Issues for Further Discussion
• One day interview.
• Start early.
• Tight window (apple to apple comparisons).
• HR rules: Expressing opinions without meeting the candidate?
The Negotiation – Key Steps

1. DH to call candidate to explore their continued interest, salary and start-up expectations
2. DH to agree offer parameters with the Dean’s Office – especially establishing College-wide norms, College contributions, potential Provost contributions, etc.
3. DH to negotiate with the candidate (and cross-check with Dean if requests/expectations exceed initially agreed parameters)
4. DH to close the deal if agreement is reached or move onto the next viable candidate
The Negotiation – Key Discussion Items

1. Salary
2. Potential start date
3. Laboratory needs:
   • Space (new or refurb)
   • Equipment (buy or access)
4. Teaching: load, courses, etc.
5. Service expectations
6. Student/Postdoc Support
7. Relocation expenses (house-hunting, move, etc.)
8. Discretionary funds for travel, summer salary support, etc.
9. Dual Career Needs (if any)…
The Negotiation – Questions

1. How do we ensure salary equity between new hires and existing faculty without losing a strong candidate?
2. How should start-up packages be funded?
3. How do we ensure equity in start-up packages?
4. Space is a chronic problem – is there a creative solution (e.g. laboratory sharing)?
5. How do we avoid being ‘gazumped’ by other universities?
6. How should we deal with ‘bidding wars’?
7. Should the College have a standard template for eliciting start-up requirements?
8. Should offer letter be sent only after every detail (e.g. spousal hire) has been agreed?
Dual Career Management – Process Issues

1. Establish dual career needs
2. Discuss dual career support/funding with Dean (and Provost)
3. Contact HR regarding opportunities
4. Contact potential departments/units for spouse
5. Arrange spousal visit/interview if basic agreement with candidate reached
6. Make dual career offer if spouse is suitable

*Also discussed under “Dual Career Management” (Slides 42-51)
Dual Career Management – Questions

1. At what stage in the hiring process should this topic be explored?
2. How can we avoid losing potential stars if we cannot place their spouses?
3. Are there creative solutions (e.g. creating a new custom position)?
4. Should all dual career positions be funded by the Provost?

*Also discussed under “Dual Career Management” (Slides 42-51)
Negotiation

Recommendations:
• Strengthen negotiating position by making offer as positive as possible and focusing it on candidate success
  ▪ teach same course(s) multiple times
  ▪ teaching break during 2nd semester
  ▪ startup funds unaffected by success with grants
  ▪ mentoring opportunities (workshops)
  ▪ emphasize institutional investment in their success
  ▪ sum institutional support (start up, students, summer support, teaching break, moving, salary), report as equivalent in grant dollars (include fringe, IDC where appropriate)
  ▪ options for appointments in other units
  ▪ options for shared equipment in central location
Negotiation

Issues for Further Discussion:
- Complications with positions co-funded outside the College
- Child care
- Expiration date on startup funds
Dual Career Management

- Allowable questions
- Managing the expectations
- Whom to engage
- Communicating back-and-forth
- Creative solutions
- Funding spousal hires

*Also discussed under “Negotiation/Dual Career Management” (Slides 39-40)
Dual Career Management

1. Allowable questions

Discussion Points
a. PSU OHR has guidelines, but not well distributed or known
b. Cannot ask about spouses/partners until candidate has brought it up
c. Search committees need training on this

*Also discussed under “Negotiation/Dual Career Management” (Slides 39-40)
Dual Careers

1. Allowable questions

Recommendations:
- Someone from HR should meet with search committee
- Dept. Head should email PSU guidelines (website and a packet) to faculty and staff involved in interviews

Issues for Further Discussions:
- Getting dual-career information early will allow a timely start of the job search process
Dual Career Management

2. Whom to engage

Discussion Points
a. Let Dean know ASAP
b. Ask relevant faculty for ideas
c. Depends on the type of profession partner is in
   a. May need to engage folks outside of PSU
d. You may need to hire the partner!

*Also discussed under “Negotiation/Dual Career Management” (Slides 39-40)
Dual Careers

2. Whom to engage

**Recommendations:**
- Department head to department head contact
- Special mentoring may be necessary

**Issues for Further Discussions:**
- University office for dual-career job search needs to be more effective
Dual Career Management

3. Creative Solutions

Discussion Points

a. Hire the partner yourself
b. Ask Deans, faculty, Heads to make phone calls
c. Set up interviews for second visit

*Also discussed under “Negotiation/Dual Career Management” (Slides 39-40)
Dual Careers

3. Creative solutions

Recommendations:
• Opportunities at ARL
  ▪ Alan Sonsteby
  ▪ Tom Donnellan

Issues for Further Discussions:
• None
Dual Career Management

4. Funding

Discussion Points
a. Have funds set aside for this purpose
b. Off campus jobs won’t require our funding
c. Share funding plan with Dean and Provost

*Also discussed under “Negotiation/Dual Career Management” (Slides 39-40)
Dual Careers

4. Funding

Recommendations:
Sharing:
(1/3)rd Sending unit
(1/3)rd Provost
(1/3)rd Receiving unit

Issues for Further Discussions:
• Tenured positions have no time limit (?)
• Fixed-term positions limited to 3 years (?)
Effective Startups

June 12, 2015
Paradise Ranch, PA
Effective Startups

1. Items to offer or consider
2. Knowing the rules
3. Monetizing everything
4. Feel-good measures
5. Shared facilities
6. Opportunities for startup co-funding
Effective Startups

1. Items to offer or consider

Discussion Points
a. startups for success
b. the wish list vs reality
c. dual careers
d. the startup plan – a phased approach
e. research personnel - recruitment
f. relocation of a research group
g. negotiating and finalizing the offer
Effective Startups

1. Items to offer or consider

Recommendations

• Have discussions about how to phase needs to provide budget relief to the department
• Broad guidelines for granting transfer student quals/candidacy

Issues for Further Discussion

• How do we move students from other departments? (generally need to start over, can transfer 6(?) credits, can continue to advise the students thru other universities, depends on the stage of the student, not accepting of quals or candidacy, need to do so from comparable universities, faculty need to own that process, can college have a process)
Effective Startups

2. Knowing the rules

Discussion Points
a. Startup package approvals – Dean, Provost, Directors, others
b. Human resource rules – background checks, hiring of postdocs and students, hiring expenditure timelines, dual hires
c. Research facilities – grant/equipment transfers, laboratory safety/protocols
Effective Startups

2. Knowing the rules

Recommendations

• Allow faculty to pre-spend on start-up packages (this is allowed, but not covered under univ. risk), especially for “long-lead time” items, it is a risk if something changes and they do not come
• Send hires to NSF workshop

Issues for Further Discussion

• How to deal with co-hires and the allocation of research credit
• Every school/agency is different on policy for moving equipment, need to know
Effective Startups

3. Monetizing everything

Discussion Points

a. Who pays for what, for how long?

b. Salary, equipment – new and buyout, supplies, fees, space, laboratory renovation, equipment installation, travel, relocation costs, ........

c. Partner hire

d. Leveraging resources – Institutes, Colleges, other – before and after the offer
Effective Startups

3. Monetizing everything

Recommendations

Brace yourself for sticker shock

Issues for Further Discussion

How is the split on startups handled?
What about splits on GSI as increases are different
Effective Startups

4. Feel-good measures
   – items that develop future success

Discussion Points
a. Cost share for Career, YIP, other proposals
b. Nominations for proposals, early career awards, journal reviewer
c. Support for Workshop attendance – teaching, professional development, Big 10 networking.....
d. Professional Society Committee appointments
e. Agency panel review nomination
f. Mid-tenure semester teaching relief
g. Develop a mentoring plan
h. Integration into department (orientation) and its governance (committees)
Effective Startups

4. Feel-good measures

Recommendations

- Have a written policy on mentoring (all depts. should have one)
- P&T process is a good process, use it as a “feel good”
- “If we hire you there is a place for you”

Issues for Further Discussion

- Mentoring post-tenure, i.e., for assoc. profs to full
- Find out best practices
- Need to understand cultures of disciplines
Effective Startups

5. Shared facilities

Discussion Points

a. PSU Institutes: provide orientation, networking, speed dating, user fee information, Millennium Science Cafe

b. Shared instrumentation and laboratory facilities with technical staff support – Dept., College, University, Center levels e.g. CISP
Effective Startups

5. Shared facilities

Recommendations

• Have them understand user fees, value of shared facilities

Issues for Further Discussion

• None
Effective Startups

6. Opportunities for startup co-funding

Discussion Points
a. Institute co-hire expectations
b. Departmental co-hire startup expectations
c. Collaborative proposal development
d. Seed funding from Centers, MRSEC, CALD.....
e. CoE Research Innovation fund, Grace Woodward.....
f. Collective advancement of the candidate, dept(s), College and University
Effective Startups

6. Opportunities for startup co-funding

Recommendations

• Develop documentation of seed funding opportunities available

Issues for Further Discussion

• Funding available from Global Programs
• How many faculty are hired from other countries (and what are the challenges: different expectations for obtaining research funding, different educational environments)
Post-Search Closeout

June 12, 2015
Paradise Ranch, PA
Post-search close-out

1. Closing the loop with applicants and interviewees
2. Affirmative Action forms and process
3. Follow-up issues with new hire
4. Publicity
Post-search close-out

1. Closing the loop with applicants and interviewees

Discussion Points

a. Contacting unsuccessful interviewees
   a. who does it, what is the best method, etc.?
   b. when is the best time to contact them?

b. Contacting applicants who are not interviewed – is it necessary?

c. How long should applicant files be maintained?
Recommendations
• For unsuccessful interviewees the search committee chair or DH can be informed email with a phone follow-up
• Should contact them as soon as you know they are no longer viable
• If not interviewed, EJMS will send a close-out letter; the DH can send a more personal rejection letter around the same time as the EJMS letter.
• The candidate information such as reference letters, ranking information, feedback – how long should it be kept -- TBD
Post-search close-out

2. Affirmative Action forms and process

Discussion Points

a. Procedures have changed now that applications are submitted via EJMS (electronic jobs management system)
   • No more forms B and C.
   • Consult the Affirmative Action website

b. Notify Lisa Lingle in HR office of candidate selected for hire and provide reason why other interviewed candidates were not selected.

(continued)
Post-search close-out

2. Affirmative Action forms and process (continued)

Discussion Points

c. Departments must notify candidates who are interviewed but not selected as they will not receive a system-generated email when the position is closed in EJMS.

d. Candidates who are not interviewed will receive a system-generated message.
Post-search close-out

2. Affirmative Action forms and process (continued)

Discussion Points

a. Applicants provide affirmative action information when apply online in EJMS.

b. All individuals offered employment must be provided the forms that allow them to:
   • Voluntarily self-identify as an individual with a disability and request a reasonable accommodation
   • Voluntarily self-identify as a protected veteran.
   • Department Administrative Assistants know this.
Post-search close-out

2. Affirmative Action forms and process (continued)

c. Included in our new hire packet available to units are the following forms:
   • Voluntary Self-Identification of Disability
   • Voluntary Self-Identification of Protected Veteran (Post-offer)

d. New hires signed a New Employee Confirmation of Receipt form to confirm receipt of these documents at hire.
Post-search close-out

2. Affirmative Action forms and process

Recommendations
- Be sure to notify HR office when a candidate offer is turned down
- EJMS will not send a form rejection letter to candidates who are interviewed
- Need to document information on candidates who were interviewed (at any level) but not made the offer
Post-search close-out

3. Follow-up issues with new hire

Discussion Points

a. Start-up commitments
b. Time frame for start-up
c. Lab renovations
   a. timeframe & costs
   b. understanding the needs and expectations once they arrive
   c. constraints on their expectations
Post-search close-out

3. Follow-up issues with new hire

Recommendations

- Constrain what the candidates may expect
- We are overloading OPPs capabilities so there may be a delay on lab renovations.
- We need to push the University to help shorten lab reno delays; otherwise there is a risk to the P&T clock and possibly result in losing the candidate
Post-search close-out

4. Publicity

Discussion Points
a. Getting the information out
   a. press releases
   b. internal announcements
   c. other?
Post-search close-out

4. Publicity

Recommendations
• Early fall will have an announcement on COE hires