



University of  
New Hampshire

# **Faculty Search and Hiring Manual**

The Faculty Search and Hiring Manual will be reviewed and updated every year and housed on the Office of the Provost website at: <https://www.unh.edu/provost/academic-administration/faculty-appointments/hiring-procedures-forms>. For additional information, questions, or to provide feedback on the contents of the manual, please contact the UNH Office of the Provost at [Academic.Affairs@unh.edu](mailto:Academic.Affairs@unh.edu) or 603-862-3290 directly or to provide feedback on the contents of the manual, please contact the UNH Office of the Provost at [Academic.Affairs@unh.edu](mailto:Academic.Affairs@unh.edu) or 603-862-3290 directly.

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## Faculty Search and Hiring Manual Purpose and Introduction

The Faculty Search and Hiring provides the processes and forms used in conducting a fair and equitable faculty search. UNH's commitment to inclusive excellence and equity in hiring guides the recruitment and hiring processes. For more information about policies governing the process: <https://www.usnh.edu/policy/usy/v-personnel-policies/c-employment>

## Commitment to Inclusive Excellence and Equity

Central to UNH's values is ensuring that faculty recruitment, hiring, and retention support anti-discriminatory practices. Hiring faculty who represent a broad range of scholarly traditions, life and professional experiences, backgrounds, and ways of thinking strengthens all aspects of the UNH mission.

As part of this commitment, everyone involved in the faculty search and hiring process is required to complete the [IncludeU Faculty Search Training](#) every two years and to [provide a certification of completion to the Civil Rights and Equity Office](#) before participating in a search. The IncludeU training is offered online and provides positive reinforcement and strategies to conduct fair and equitable searches. The training is relevant for all individuals who are currently serving, have served, or are likely to serve on a faculty or administrative search committee.

UNH is committed to enhancing and sustaining an educational community that is inclusive and equitable, and cherishes these values as being inextricably linked to our core mission. We are a public institution with a long-standing commitment to equal employment and educational opportunity for all qualified persons. [USNH Equal Employment Opportunity policy](#)

All advertisements for faculty position vacancies must include the following Equal Employment Opportunity Statement:

*The University System of New Hampshire is an Equal Opportunity/Equal Access employer. The University System is committed to creating an environment that values and supports diversity and inclusiveness across our campus communities and encourages applications from qualified individuals who will help us achieve this mission. The University System prohibits discrimination on the basis of race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, genetic information, veteran status, or marital status.*

When advertising space or costs are prohibitive, the following paragraph may be substituted when the full statement is not allowable:

*UNH is committed to creating an environment that values and supports diversity and inclusiveness across our campus communities and encourages applications from qualified individuals who will help us achieve this mission.*

## **Responsibilities, Roles, and Resources: University-wide**

### **UNH Office of the Provost**

**Contact:** <https://www.unh.edu/provost/>, [Academic.Affairs@unh.edu](mailto:Academic.Affairs@unh.edu), or 603-862-3290. Responsible for maintaining and updating the faculty search and hiring process and manual, developing and overseeing the faculty recruitment process, approving verbal offer details, and approving all searches for tenure track, clinical, extension and research faculty, and lecturers with renewable appointments. Responsible in collaboration with Human Resources and the Civil Rights and Equity Office for hosting two annual kick-off meetings for any current or forthcoming faculty search participants (including deans/division administrators, department chairs, search committee chairs and members, and search committee administrative assistants/support staff) to attend.

### **Civil Rights and Equity Office**

**Contact:** <https://www.unh.edu/diversity-inclusion/civil-rights-equity-office> [unh.civilrights@unh.edu](mailto:unh.civilrights@unh.edu), or 603-862-2930.

Responsible for monitoring faculty searches and hiring from beginning to end and ensuring that all search and hiring processes are in compliance with these search procedures, university policies, and laws governing these processes. The Civil Rights and Equity Office is also responsible for gathering and disseminating hiring data.

### **Associate Vice President for Community, Civil Rights, and Compliance:**

<https://www.unh.edu/diversity-inclusion/> or 603-862-1058.

Responsible for developing and benchmarking methods for ensuring broad and diverse applicant pools. Assists search committees in:

- Designing the position announcement and recruitment plan
- Networking and seeking candidates for positions
- Developing screening criteria
- Creating a strategy for how to position departments for successful recruitment prior to having vacant positions
- Promoting anti-discriminatory search practices and decisions
- Responsible for developing and benchmarking methods for ensuring broad and diverse applicant pools.

**EVPFA and Finance** engages in job requisition approval, ensures budget availability, and reviews verbal offer details, confirms availability of funds for points of negotiation (to include transition allowance, start-up funds, etc.).

### **Human Resources**

**Contact:** <http://www.unh.edu/hr>, [hr.recruiting@unh.edu](mailto:hr.recruiting@unh.edu), 603-862-2525.

Responsible for supporting the hiring process by collaborating for bi-annual search kick-off meetings hosted by the Provost's office, assisting with advertising, ensuring compliance with state and federal employment laws and University policies and procedures and, working with deans and search committee administrative assistants for issuing offer letters and onboarding checklists of

hiring documents through Workday. Ensures that the employment process proceeds smoothly and is in compliance with state and federal laws and with University and USNH System policies and procedures. The HR recruiting team is available to share best practices, sample communications, search timelines, and evaluative criteria as well as serve as primary contact for applicants, screen candidate pools, identify and communicate salary expectations. If a search firm is involved, a member of the UNH recruiting team will serve as a liaison. Human Resources should be consulted to provide assistance in the following areas:

- Recruitment and advertising
- Participate in bi-annual search committee kick-off meetings to review best practices
- Assist in identifying a search timeline and candidate evaluative criteria
- Salary screenings and candidate benefit related questions
- Phone screenings
- Salary negotiations
- Offer letter

#### **Office of Research, Economic Engagement and Outreach**

**Contact:** <https://www.unh.edu/research/>, [research.info@unh.edu](mailto:research.info@unh.edu), or 603-862-1948. Responsible for approving all research faculty searches.

#### **Office of International Students and Scholars (OISS)**

**Contact:** <https://www.unh.edu/global/faculty-scholars>, [oiiss@unh.edu](mailto:oiiss@unh.edu), or 603-862-1288. OISS is the office that manages visa sponsorship and provides a broad spectrum of services to international students, scholars, faculty, and staff. OISS provides information and assistance regarding U.S. immigration and employment regulations and connects individuals to university and local resources.

### **Responsibilities, Roles, and Resources: Unit-level**

**Dean, Division Administrator or their designee** is responsible for:

- Overseeing short- and long-term faculty resource planning within the growth goals and college resources and obtaining approval from the provost to fill faculty positions.
- For monitoring the search process and reviewing search committee membership prior to the first deliberation meeting, ensuring that search committee chairs and search committee members attend one of two annual kick-off meetings hosted by the Provost's Office, Human Resources, and the Civil Rights and Equity Office, and are fully knowledgeable about the search and hiring policies, procedures, and processes.
- Reviewing candidate selections and rationales throughout the search process and reviewing and confirming the reference check results.
- Reviewing the terms of verbal offers (to include any range of negotiations) with the provost and finance director (cc'ing designated recruiter) before extending verbal offers (or identifying designee).
- Ensuring that equal opportunity is afforded to all candidates.

**Department Chair or equivalent persons** is responsible for:

- Facilitating faculty discussion about hiring priorities.
- Submitting department hiring requests to the dean.
- Appointing a search committee and search committee chair.
- once final candidate recommendations have been made by the department/search committee, department chair or equivalent and dean work with the designated HR recruiter to initiate the reference check process via SkillSurvey or reference calls and review final results.
- Clarify teaching and service responsibilities (e.g., teaching and service units) aligned with the position description and job requisition/posting.

**Search Committee Chair** is responsible for:

- All phases of the search, including working with the Associate Vice President for Community, Civil Rights, and Compliance, the Civil Rights and Equity Office, and Human Resources, to include confirmation all committee members have participated in the necessary IncludeU training and sharing candidate selections and rationales for approval by the dean/division administrator and Civil Rights and Equity Office.
- Candidate notifications and communications.
- The search committee chair works in consultation with the department chair.

**Search Committee Members** are responsible for:

- Screening the pool and providing written rationales for their decisions about candidates throughout the process to the department chair or equivalent, dean and Civil Rights & Equity Office.
- Developing interview itineraries, making resumes of finalists available for community stakeholders, and recommending finalists to the department chair or equivalent and dean/division administrator.
- Collectively recommends unranked candidates to the department chair or equivalent and the dean/division administrator with the options of “acceptable, acceptable with reservations, or unacceptable”, and the necessary rationales to accompany the selection.

**Search Committee Admin (Workday role)** is responsible for

- Editing or creating new position descriptions.
- Creating job requisitions.
- Moving candidates through the workflow.
- Assisting with interview itinerary development.
- Securing interview spaces.
- Assisting with candidate travel reimbursements and committee meal expenses.
- Working with the designated HR recruiter to initiate the hiring proposal request in the Workday once notified of the offer details from the dean/division administrator.

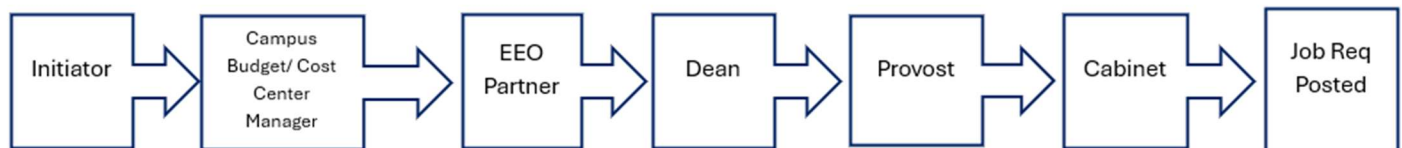
## Resources to request a new position or change an existing position:

USNH Workday SharePoint: Positions <https://universitysystemnh.sharepoint.com/sites/usnh-workday/SitePages/HR-Resources.aspx#positions>

Including:

- Change a faculty rank in preparation for an upcoming search.
- Updating a position description.
- Updating attributes such as FY versus AY appointment.

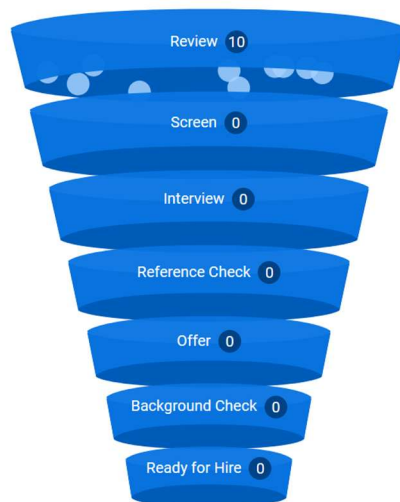
## Formal Approval Process for Job Requisition:



## Applicant Tracking Process

The process to track applicants for a job in Workday has tasks that may be performed by several different roles. The Candidate Pipeline funnel (below) shows the full list of possible steps in the process in order from top to bottom. Depending on the type of employee, some steps may be skipped or done in a different order. To view the process for status faculty, please view the [Applicant Tracking Process](#).

Candidates by Active Stage



<b>Checklist for Faculty Search and Hiring</b>	
<b>Action</b>	<b>Responsible Party</b>
Once search has received approval from Provost, EVPFA, and Dean, the Department Chair or equivalent, in discussion with faculty, forms Search Committee and appoints Search Committee Chair.	Department Chair or equivalent
<ul style="list-style-type: none"> <li>Attend one of the bi-annual search kick-off meetings organized by the Provost's Office. Search Chair emails Pamela Hayes (<a href="mailto:pamela.hayes@unh.edu">pamela.hayes@unh.edu</a>) to register search members for IncludeU® search committee training (certification required within 2 years). Please provide the name of all search committee members, search rank, and title.</li> </ul>	Dean Search Chair Search Committee Search Committee Admin HR Recruiter
<b>Position Description, Job Requisition and Recruitment Plan:</b> (completed in Workday) <ul style="list-style-type: none"> <li>Request/edit position description and create job requisition, include the recruitment plan as an attachment in the job requisition. <ul style="list-style-type: none"> <li><a href="#">How to request or modify a position description in Workday</a></li> <li><a href="#">How to create a job requisition in Workday.</a></li> </ul> </li> <li>Formal approvals for a job requisition from finance and college and university leadership will be obtained in Workday in the following order: Initiator, Campus Budget Manager, EEO Partner, Dean, Provost, Cabinet.</li> <li>Job requisition will "go live" once approvals are obtained.</li> </ul>	Search Chair Search Committee Admin
<b>Advertising and Outreach:</b> <ul style="list-style-type: none"> <li>HR recruiting coordinators will request advertising quotes for the identified sites in the recruitment plan.</li> <li>Reach out to HR Recruiting to identify additional candidate sourcing techniques including LinkedIn and professional networking.</li> </ul>	Search Chair HR Recruiting
<b>Initial Review of Candidates</b> <ul style="list-style-type: none"> <li>Agree on process and a rubric for screening candidate pool.</li> <li>Make decisions about semifinalists based on the evaluative criteria and provide written rationale for decisions about all applicants as to why each candidate is being moved forward (or not). Examples of rationales: did not meet minimum qualifications, no teaching experience, research not aligned with needs of department, does not have Ph.D. or will not have Ph.D. by date required, minimal teaching experience and not specific to courses this position would teach.</li> <li>Submit semifinalist list (<a href="#">FS6</a>) with rationale as to why candidates were selected or not selected as semi-finalists via email to Dean and Civil Rights and Equity Office for approval. The Civil Rights and Equity Office will not provide approval until the Dean has first approved.</li> <li>Upload candidate rationale/rubrics/documents to Workday under "Attachments".</li> </ul>	Search Chair Search Committee Dean CREO HR Recruiter
<b>Interview Semifinalists after completing the following:</b> <ul style="list-style-type: none"> <li>After approval from Dean and Civil Rights and Equity Office, extend semi-finalist interview invitations. Semi-finalist interviews should be conducted via video conferencing. Please contact HR recruiter if interviews need to be recorded.</li> <li>Search Committee Admin notifies non-selected candidates via Workday.</li> <li>Committee utilizes Workday questionnaires to evaluate candidates.</li> <li>Committee agrees on the interview questions and applies them consistently to all candidates.</li> </ul>	Search Chair Search Committee Search Committee Admin
<b>Identify Finalists:</b> <ul style="list-style-type: none"> <li>Review all evaluative criteria, materials, and feedback to select finalist</li> </ul>	Search Chair



<p>candidates.</p> <ul style="list-style-type: none"> <li>Submit rationale (<a href="#">FS6</a>) as to why candidates were selected or not selected as finalists via email to Dean and Civil Rights and Equity Office for approval. The Civil Rights and Equity Office will not provide approval until the Dean has first approved.</li> </ul>	<p>Search Committee Dean CREO</p>
<p><b>Interview Finalists:</b></p> <ul style="list-style-type: none"> <li>After approval from Dean and Civil Rights and Equity Office, extend finalist interview invitations.</li> <li>Committee agrees on process and rubric for evaluating candidates during the interview.</li> <li>Committee agrees on the interview questions and applies them consistently all candidates.</li> <li>Coordinate finalist interviews to include campus community and other stakeholders.</li> </ul> <p><i>*If the search committee wants to extend finalist interviews to additional candidates, the search committee must provide rationales to support why the identified candidates are now being moved forward (and other candidates are not) to Civil Rights and Equity Office for approval.</i></p>	<p>Search Chair Search Committee Dean CREO Dept Admin</p>
<p><b>Search Committee Evaluation:</b> Search Committee reviews all evaluative criteria, materials, and feedback and provides unranked recommendations to the Department Chair and Dean with the options of “acceptable, acceptable with reservations, or unacceptable” and the appropriate rationales to support their selection in relation to the published position requirements.</p>	<p>Search Chair Search Committee Department Chair or equivalent</p>
<p><b>Reference Checks:</b> Department Chair or equivalent and/or Dean contacts HR recruiter to initiate reference checks via SkillSurvey or reference calls. Recruiter will provide the finalized reference report to the Dean and Department Chair or equivalent.</p>	<p>Dean / Department Chair or equivalent HR Recruiter</p>
<p><b>Decision and Approval:</b> After the Dean selects/approves a recommended hire, they submit the approved hire with rationales for all finalists (<a href="#">FS6</a>) to Civil Rights and Equity Office for approval. If the final candidate requires visa sponsorship, consult OISS.</p>	<p>Dean CREO</p>
<p><b>Prepare verbal offer:</b> Dean or designee reviews the terms with the provost and finance director (cc'ing designated recruiter) before extending the verbal offer (to include any range of negotiations).</p>	<p>Dean Provost Finance HR Recruiter</p>
<p><b>Make Offer:</b> Dean or designee makes verbal offer to candidate. (If the first candidate declines, the Dean revisits the committee’s recommendations and engages in additional reference checks if necessary and may seek approval from Civil Rights and Equity Office to make an offer to an alternate candidate.) If the candidate verbally accepts, the Dean or designee notifies Civil Rights and Equity Office of the outcome (<a href="#">FS6, Part II</a>). The offer details are shared with the department admin/search committee administrative assistant and HR recruiter. The department admin/search committee admin to initiate the hiring proposal process in Workday. A draft offer letter will be available for review in the “My Tasks” alerts for the hiring manager, HR recruiter, and dean.</p>	<p>Dean or designee Search Committee Administrative Assistant Human Resources</p>
<p><b>Finalist Confirmed and Background Check:</b> The finalist signs the offer letter, and background check will initiate once the offer letter is signed by the candidate.</p>	<p>Candidate Human Resources</p>
<p><b>Close search:</b> Once background check is returned and clear for the intended finalist, notify candidates Close out the search in Workday.</p>	<p>Dean or Search Chair</p>

## **Formal Approval Process for a New Position:**

### **I. Faculty Search and Hiring Process**

*Begins once Office of the Provost approves a faculty search via email to dean/division administrator to initiate the process.*

#### **A. Dean or Division Administrator: Approves Faculty Search and Begins Hiring and Search Process**

The dean or division administrator:

1. Informs the department chair or equivalent that the search has been approved and that the hiring and search process can begin.
2. Ensures that the department chair or equivalent, search committee chair, and search committee members attend one of two bi-annual kick-off meetings hosted by the Provost's Office, Human Resources, and the Civil Rights and Equity office to be fully knowledgeable about the search and hiring policies, procedures, and processes. Invitations to attend the kick-off meetings will be distributed from the Provost's Office to deans/division administrators and are expected to be shared with appropriate stakeholders (department chairs or equivalent, search committee chairs and committee members, and search committee administrative assistants).
3. Ensures that equal opportunity is afforded to all candidates.

A note about joint appointments: Guidance regarding tenure, division of salary, etc. Will be guided by the provost, deans and EVPFA prior to search launch. The deans or division administrators for each college/school need to agree in advance on search committee membership and search processes for joint appointment faculty.

#### **B. Department Chair or equivalent (or unit administrator if applicable): Establishes Search Committee and Appoints Search Committee Chair**

The department chair or unit administrator:

1. Establishes faculty search committee and appoints search committee chair using college and/or department procedures.

Chair should form a committee focused on ensuring that equal opportunity is afforded to all candidates ~~and that all reasonable efforts are made to meet the University's related goals~~. Consideration should be given to factors that could affect group dynamics and optimal decision making, including rank and status. The department chair can get support from the Civil Rights and Equity Office, Office of the Associate Vice President for Community, Civil Rights,

and Compliance and the dean or division administrator.

2. Provides all search committee members access to this manual and ensures that all search committee members have attended online IncludeU® search committee training course (<https://www.unh.edu/diversity-inclusion/trainings-programs/includeu-search-committee-training> ).

IncludeU® certification is required every 2 years, and certifications for all committee members must be provided to the Civil Rights and Equity Office before the search begins.

### **C. Search Committee Chair: Convenes Search Committee**

The search committee chair:

1. Convenes search committee for an initial meeting to:
  - a. Make sure search committee members are aware of the policies, procedures, and practices governing the faculty search process.
  - b. Review the needs of the department and discuss specific hiring goals.
  - c. Establish search timeline and consider the following:
    - How long the position will be advertised?
      - USNH employment [policy 3.3.1.3](#) requires a minimum of 10-calendar days.
      - OISS guidance includes a minimum of 30-calendar days if candidates requiring visa sponsorship will be considered.
    - When will the committee begin reviewing applications?
      - Applicant review can begin immediately, before the priority review date.
    - Search timeline- identify common availability and hold calendars for semi-finalists and finalists interviews?
    - How and where will the interviews be conducted?
    - The projected start date of the position.
  - d. Engage the designated HR recruiter, who will be available for candidate conversations and questions about partner employment, schools, community environment, and housing. These topics should not be raised by anyone who is part of the search committee and/or hiring decision to avoid conversations that may relate to candidate's legally protected classifications.
  - e. Attend one bi-annual search kick-off meeting.

### **D. Search Committee: Create the Position Description, Job Requisition and Recruitment Plan**

The search committee members guided by the search committee chair:

1. Consult with department chair and/or dean/division administrator to determine financial resources available for the search including advertising and campus visit costs.

2. Workday process- Requests or edits the position description.

Search committee administrative assistant assists in requesting a new position description or recording edits to a current position description.

[How to request or modify a position description in Workday](#)

In drafting the position description, the search committee must ensure that there is a clear description of the responsibilities and expectations of the position, a list of the required materials/documents for candidates to submit as part of the application process, and a list of the required applicant qualifications.

The position announcement must include the University Equal Employment Opportunity Statement.

Search committees should clearly articulate the essential functions of the position in the job description as these are critical elements in facilitating the ADA reasonable accommodation process should anyone hired into the role need accommodations at any time while in the position.

3. Workday process- Create the job requisition.

Search committee administrative assistant creates job requisition.

- a. [How to create a job requisition in Workday](#).
- b. Consider adding a priority review deadline to job posting description.

4. Drafts the recruitment plan, uploads as an attachment to the job requisition.

According to [USNH policy](#), “All faculty announcements must include the title of the position, discipline, position responsibilities, tenure status, qualifications and a date before which no hiring will occur. Inclusion of the hiring salary is optional, to be determined by institutional policy or practice.”

HR Recruiting is available to assist in identifying sourcing strategies unique to the field and the needs of the position.

Please contact [HR.Recruiting@usnh.edu](mailto:HR.Recruiting@usnh.edu) if you are considering recording job candidates.

## **E. Human Resources: Places Advertising**

Once the job requisition has been fully approved in Workday, the HR recruiting coordinators:

1. Ensure that all advertisements include the title, duties, minimum qualifications, application deadline or initial review dates, and the University Equal Employment Opportunity Statement.
2. Request quotes for paid advertisements. Departments will request non-paid advertisements directly and share the position announcement widely on professional sites, listserv, associations, etc.

Department chair or search committee chair will have the opportunity to approve advertising quotes and consult with their dean and finance regarding available budgetary funds. A shortened position announcement can be uploaded as an attachment to the job requisition when considering advertising space constraints or cost per word options.

3. Ensures that guidance from the Office of International Students and Scholars for placing advertisements is followed.

Follows guidance from the U.S. Department of Labor, which allows the use of an electronic or web-based national professional journal instead of print when conducting recruitment for cases filed under “special handling” provisions for college and university teachers, but only under the following conditions:

- The electronic or web-based journal job listings must be viewable by the public without payment of subscription and/or membership charges.
- The advertisement for the job opportunity for which certification is sought must be posted for at least 30 calendar days on the journal's Web site.
- Documentation of the placement of an advertisement in an electronic or web-based national professional journal must include evidence of the start and end dates of the advertisement placement and the text of the advertisement.

## **F. Special Considerations for International Hires**

1. In anticipation of candidates who are not U.S. citizens and who may be considered eligible for permanent residency sponsorship, the Office of International Students

and Scholars encourages hiring managers and/or HR recruiters to keep the following in mind:

- a. For candidates hired in a tenure-track faculty position, the most common pathway for permanent residency in the Second Employment-Based Preference Category (EB-2) requires **a minimum of 30-day advertising period**. It should also be noted that if a candidate is sponsored in the Second Employment-based Preference Category (EB-2), they must meet all minimum and preferred requirements as listed in the job posting.
- b. In rare exceptions, such as for tenure-track faculty candidates who qualify for permanent residency in the First Employment-Based Preference Category (EB-1), the search may not require a 30-day advertising period.
- c. It is recommended that hiring manager speak with the Office of International Students and Scholars (OISS) before a search process begins. OISS can be reached at [oiss@unh.edu](mailto:oiss@unh.edu).

#### **G. Search Committee: Evaluate Candidate Pool**

The search committee members guided by the search committee chair:

1. Develop plan for initial screening of candidate pool based on the published qualifications in the position description/job requisition to include the minimum and preferred qualifications.
2. Decide on evaluation rubric for screening. Evaluative criteria should be taken directly from the position announcement including the minimum and preferred qualifications.
3. Conduct candidate evaluations, identify semi-finalists (otherwise commonly known as the screening interview or virtual interview), and submit semi-finalists to the department chair or equivalent, dean or division administrator and Civil Rights and Equity Office for approval before scheduling any interviews.

This approval process is done by email, using [Form FS6](#) which requires the search committee to provide a rationale specific to the job criteria in the position for why each applicant is being moved forward or not moved forward in the search process. The form must be approved by the search committee chair, department chair or equivalent, dean/division administrator, and submitted to the Civil Rights and Equity Office ([unh.civilrights@unh.edu](mailto:unh.civilrights@unh.edu)) for review.

A representative from Civil Rights and Equity Office will contact the search committee chair and HR recruiter within five business days with any

questions prior to giving approval to move forward to the interviews.

Candidates may be held in reserve for consideration in the event selected semi-finalist or finalist candidates decline the interview invitation. Note any candidates held in reserve for this purpose on the FS6 form.

4. Work with search committee administrative assistant and HR recruiter to update candidate status in Workday and notify, as appropriate, non-selected candidates.

## **H. Search Committee: Conduct Semi-finalist Interviews and Identify Finalist Candidates**

The search committee members guided by the search committee chair:

1. Identify a common core of interview questions to ask all candidates.

In this process, the search committee should make sure they are cognizant that Federal law prohibits discriminatory questions from being asked during employment interviews.

See the [USNH Equal Employment Opportunity](#) policy and [HR Hiring Toolkit](#) for resources and tips for interviewing.

2. Decide on evaluation rubric for interviews.

The search committee should decide on and use an interview rubric. Reach out to the recruiting partner for guidance on options within Workday

3. Conduct semi-finalist interviews, identify finalists for on-campus or final interviews, and submit finalists to the department chair or equivalent, dean or division administrator and Civil Rights and Equity Office for approval.

This approval process is done by email, using [Form FS6](#) and requires the search committee to provide a rationale for the selection of finalists that is specific to the job criteria in the position. For each applicant, a rationale must be provided about why the applicant is being moved forward or not moved forward in the search process.

Once Form FS6 is submitted to the Civil Rights and Equity Office, a representative from Civil Rights and Equity Office will contact the search committee chair and HR recruiter within five business days with any questions prior to giving approval to move forward to the finalist interviews.

Candidates may be held in reserve for consideration in the event selected semi-finalist or finalist candidates decline the interview invitation. Notate any candidates held in reserve for this purpose on the FS6 form.

4. Work with search committee administrative assistant to update candidate status in Workday and notify, as appropriate, non-selected candidates. Appropriately retain candidates in reserve.

## **I. Search Committee: Finalist Interviews and Hiring Recommendations**

In most cases, finalist interviews should be on-campus interviews.

1. Draft an interview schedule and core interview questions to ask all candidates.
2. Work in collaboration with the search committee administrative assistant to draft interview schedule, reserve rooms, and coordinate necessary candidate travel requirements. Contact HR recruiter to work with a travel agency to book flights, hotel accommodations, and car rental needs. Department Pcard will be needed for charges.

The interview schedule should reflect position goals and include multiple stakeholders (e.g., dean or associate dean, faculty, undergraduate students, graduate students).

The following guidelines will improve the candidate's experience during the campus visit and ensure a more positive outcome:

- Treat all candidates equally. All candidates should have the same campus interview schedules in regard to the time allotted, individuals and groups with whom they meet, requirements for presentations, public forums, meals shared, etc.
- Meal experiences should be the same for all candidates. Eliminating group dinners should be reconsidered as cost-saving measures.
- Any divergence from the established schedule for all candidates, such as a candidate's preference for a virtual or reduced schedule, should be presented to the Civil Rights and Equity Office for review.
- Use inclusive language.
- Counteract unintended bias by reexamining the CV's of candidates who are considered strong candidates. Consider if there were good reasons for removing them for further consideration and if those reasons were applied equitably across all candidates.
- Offer all candidates information that they can contact the HR recruiter for any special requirements or circumstances such as the need for partner resources or disability accommodation.
- Provide candidates with information about department mentoring practices and department and college promotion and tenure guidelines.
- Provide candidates with items to consider during negotiations. Candidates for the same position receive the same lists.



3. Make hiring recommendation. Search committee should collect and review feedback from those who interacted with candidates during their visit and consider it during their deliberations. Consider utilizes MS Forms or Qualtrics to create a survey with the following questions:
  - Name of search
  - Name of candidate
  - Select one of the following:
    - Acceptable
    - Acceptable with reservations
    - Unacceptable
  - Open text box- Please share your evaluation of the candidate in relation to your selection above, including strengths and areas of concern.
4. Search committee should work to ensure an open discussion in which all voices are heard and considered during all candidate deliberation discussions.
5. Committee should provide unranked recommendations to the department chair or equivalent and dean or division administrator with the options of “acceptable, acceptable with reservations, or unacceptable” and the appropriate rationales to support their selection in relation to the published position requirements.

After deliberation, and including additional steps per appropriate CBA, the search committee chair makes hiring recommendation to the department chair or unit administrator. The search committee chair sends the completed [UNH Hiring Selection form \(FS6\)](#) PART II DECISION with their recommendation.

The department chair or unit administrator reports recommendations and provides the FS6 Form to the dean or division administrator.

#### **J. Dean or Division Administrator: Hiring Selection and Offer**

The dean or division administrator:

1. Engages HR recruiter to initiate reference checks via SkillSurvey or reference calls for the top candidate(s). Recruiter will share finalized reference reports with the dean or division administrator for review, consideration, and follow-up as needed.
2. Weighs all the information provided by the department chair or equivalent and search committee, as well as their own judgments about candidates, and reference results, and if in agreement with the committee's recommendation, moves the primary candidate forward.

3. Approvals- a verbal offer should not be made prior to receiving approvals from the Civil Rights and Equity Office, Finance, and Provost.
  - a. Communicates hiring recommendation to the Civil Rights and Equity Office for final approval. In their email communicating the recommendation to the Civil Rights and Equity Office, the final UNH Hiring Selection form (FS6) should be included.
  - b. Before extending the verbal offer, reviews the offer terms (to include any range of negotiations) to confirm they are within budget and typical hire expectations, and are approved by the provost and finance (cc'ing designated recruiter).
4. Salaries should be offered that are on par with those of the majority in the department at similar rank. Additional terms for negotiation may include items such as computer equipment, start-up support, and transition allowance.

If a tenure track faculty member is hired at the associate professor or professor level, written approval from the provost is required. An appointment with tenure requires written approval by the provost, president, and Board of Trustees.

Tenure-track- if the dean is considering hiring a new tenure track faculty member at a higher salary rate than will be paid to any current faculty member in that department at the same or higher rank at the time the new faculty member commences their employment, then prior to making the offer, the dean will meet with the department chair and department tenure-track faculty to discuss the proposed salary offer and reasons. See AAUP Collective Bargaining [Agreement Article 16.4](#).

Lecturers- if a lecturer is hired at a salary greater than those in the same department at the same rank, the UNH LU should be notified of the starting salary with a rationale. See Lecturers United Collective Bargaining Agreement [Article 16.7](#)

The offer must be contingent upon a satisfactory background check and valid work authorization to be legally employed in the United States and compliance with the Military Selective Service Act as required by the New Hampshire law (RSA 187-A:39).

After receiving approval from the Civil Rights and Equity Office, Finance, and the Provost, verbal offer is communicated to the candidate either by the dean or division administrator or the department chair depending on what is common practice in those divisions.

5. Once a set of terms (as approved by Finance and the Provost) has been agreed upon with the candidate, send the terms to the search committee

administrative assistant and designated HR Recruiter, and the search committee admin will initiate the hiring proposal process in Workday.

**No offer letters should be drafted by the college/unit or externally from Workday.**

Electronic offer letters are created in Workday for all faculty hires. Draft offer letters will be sent to the Workday hiring manager, recruiter, and finally the dean within the “My Tasks” section of Workday for review. Once the three approvals have been secured in Workday, the offer letter will be distributed to the candidate electronically. Once the final offer letter is signed, the offer letter will initiate the finance appointment, hiring paperwork, and the background check process.

6. Manages next steps if candidate accepts offer or does not accept offer. If a candidate accepts offer, the Civil Rights and Equity Office needs to be notified. If the candidate selected does not accept the offer, the Dean provides the Civil Rights and Equity Office the rationale for the next choice to hire or revisits the applicant pool and starts applicant review and interview process over.

#### **K. Search Committee Chair or designee: Close out Search**

Once the candidate has signed the offer letter, accepting the position, and the background check as been returned and is clear, the search committee chair works with HR Recruiting to notify the other candidates that the search is closed.

## **II. Abbreviated Search Processes and Exceptions to Advertising**

There are extraordinary circumstances when it is appropriate for advertising requirements in the search process to be waived or truncated. Requests for exceptions to advertising must be submitted in writing. See [USY.V.3.5](#) (USNH employment policy).

### **A. Visiting faculty**

1. The department chair obtains approval from the dean to fill a position.
2. A position will need to be requested for all Visiting Scholar types, if one doesn't already exist. A job posting will need to be created and posted for the visitor to apply and be hired into.

Visit the Provost's site for the [definition of a Visiting Scholar](#).

[UNH Research, Economic Engagement, and Outreach Visiting Scholars](#)

[UNH Law Visiting Scholar Program](#)

## **B. Lecturers on a one-year appointment or contract librarians**

1. An appointment less than 2-years, the provost's office will provide notice to UNHLU and a rationale for the shorter term and renewal status per [Article 11.4.4.](#)
2. The department chair or equivalent obtains approval from the dean to begin the search and hiring process.
3. The dean and department chair agree on how broadly the position needs to be advertised and whether there is a need for a search committee.
4. A position will need to be requested for all appointment types, including appointments less than two years, and for contract librarians, if a position does not already exist. A job posting will also need to be created and posted for the intended finalist to apply and be hired into.
5. The signed form and curriculum vitae are sent by the Dean to Civil Rights and Equity Office.
6. Prior to extending the verbal offer, approval is obtained from the Civil Rights and Equity Office, Finance, and Provost, regarding candidate selection and terms of offer.
7. The division administrator, chair, or dean makes the offer to the finalist contingent upon satisfactory background check and valid work authorization to be legally employed in the United States and compliance with the Military Selective Service Act as required by New Hampshire law (RSA 187-A:39). The dean communicates the terms of hire to the search committee administrative assistant and designated HR Recruiter, and the search committee admin initiates the propose offer step in Workday. Electronic offer letters are created in Workday for all faculty hires. An electronic letter will be created for review by the hiring manager, HR recruiter, and dean. Once signed, the offer letter will initiate the finance appointment, hiring paperwork, and the background check.
8. The department chair or equivalent notifies non-selected finalist candidates that the search is closed once the offer is accepted, and background checks are successful. The search committee administrative assistant can notify any non-interviewed candidates via Workday.

## **C. Adjunct faculty (persons appointed on a per-course, per-semester basis with salary)**

1. The department chair or equivalent obtains approval from the dean or designee to fill a position. The department chair identifies an appropriate search plan and proceeds to identify and screen candidates.
2. A position will need to be requested and a job requisition created and posted for an intended candidate to be hired into, or to attract a pool of candidates to review.
3. Candidates hired as adjuncts without going through the Civil Rights and Equity review process do not qualify for exceptions to be hired into other faculty position categories. Any adjunct who applies for a different type of faculty position will need to go through the Civil Rights and Equity review process to be considered for that category of faculty positions.
4. The department chair or dean should review an adjunct faculty candidate's cv and engage in reference checks prior to extending a verbal offer. Please connect with HR recruiting to initiate the reference check process via SkillSurvey or reference calls. The offer is approved by the dean and made by the department chair or equivalent to the finalist contingent upon satisfactory background check, valid work authorization to be legally employed in the United States, and compliance with the Military Selective Service Act as required by New Hampshire law (RSA 187-A:39).

#### **E. Grant-funded positions**

There are special considerations when recruiting a faculty member designated under a grant or other funded contract:

- 1) When a grant or contract is being transferred from another institution, the principal investigator may bring along those staff members who have been and will continue to be integral members of the research activity. Pending approval by Provost, Dean, Financial Director, and SPA, such individuals are advised that continued employment at USNH is contingent upon continued external funding; and additional staff members must be recruited through regular procedures.
- 2) When person(s) (generally not more than one or two) is specifically named in a proposal by the principal investigator and funding calls for or is contingent upon having a qualified individual(s) named who is (are) essential to the successful completion of the project, then normal advertising and Civil Rights a position will need to be requested and a job posting created and posted for the individual(s) named in the grant to apply and be hired into.

[Contact the Civil Rights and Equity Office](#) for guidance on submitting a request for exception to

normal recruitment and selection procedures and policies. Employment is contingent upon satisfactory background check and proof of the ability to work legally in the United States and compliance with the Military Selective Service Act as required by New Hampshire law (RSA 187-A:39).