THE UNIVERSITY OF ARIZONA

RECRUITMENT ADMINISTRATION GUIDELINES

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Introduction

The University of Arizona's Division of Human Resources Recruitment team aims to attract and retain the most highly qualified, diverse, and inclusive workforce possible. These Recruitment Administration Guidelines help the University operationalize these goals during its recruitment processes.

These guidelines:

- Establish and implement recruitment best practices.
- Ensure a consistent approach to various types of recruitment decisions (such as new hires or promotions).
- Ensure that recruitment practices are administered strategically, consistently, effectively, efficiently, fairly, and equitably across the institution.
- Provide managers with guidance for making recruitment decisions.
- Maintain compliance with all relevant federal regulations, state statutes, and local laws, as well as internal policies and procedures.
- Provide the University with a meaningful and effective recruitment process that can be updated as needed to reflect institutional and labor market changes.

The University intends to manage recruitment in accordance with these guidelines; however, it reserves the right to modify any of the guidelines described in this document without prior notice. Nothing within these guidelines constitutes a contract or guarantee of employment. Please note, these guidelines apply to recruitments occurring on or after January 27, 2020, and facilitated through the Talent applicant tracking system.

Please note: Most of the following guidelines are general recruitment processes for University Staff. For more information regarding faculty recruitment requirements, please visit the [Faculty Affairs Recruitment](#) website.

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Recruitment Responsibilities

The Recruitment team's procedures have been designed to effectively retain, recruit, motivate, and develop administrators and staff. University leaders, human resources professionals, managers, and employees all have important roles to play in implementation. All employees, regardless of role, are eligible and encouraged to serve on search committees.

University Leaders	*University leaders play a pivotal role in ensuring that the recruitment program is fair and competitive, administered as designed, and maintained to ensure ongoing relevance. Specific responsibilities include the following:* • Support, maintain, and promote the program. • Hold managers in their respective units/divisions accountable for conducting recruitment in accordance with these guidelines. • Support the Division of Human Resources in maintaining adherence to the program.
Human Resources	*The Division of Human Resources and the Recruitment team are responsible for administering recruitment efforts and ensuring that hiring decisions are competitive, equitable, and aligned with regulatory standards. The Recruitment team will provide University units and divisions with specialized experience and expertise in these areas:* • Program design and administration. • Information, education, and advice for leaders and managers on best practices, regulatory requirements, and trends. • Support, analysis, and data related to recruitment. • Recruitment administration audits for legal compliance, equity, and alignment with effective hiring practices.
Managers	*Managers play a critical role in ensuring credibility of hiring, consistent application of these guidelines, and ongoing communication with employees. Specifically, managers are responsible for the following:* • Remaining knowledgeable about the recruitment program and how it affects hiring practices in their area of responsibility. • Supporting the program and following its guidelines in making hiring decisions. • Consulting with the Recruitment team and other Division of Human Resources units regarding their recruitment and employment practices as needed. • Sharing positive information with employees about the program and how it affects them.
Employees	*Although employees are not responsible for making hiring decisions or actively managing recruitment efforts, they do have other important responsibilities:* • Read the University's information on recruitment. • Serve on search committees as requested.

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Job Requisition & Advertising Guidelines

General Job Requisition Requirements

As a federal contractor, the University of Arizona must comply with the Office of Federal Contracts and Compliance Programs (OFCCP) job listing mandates in order to retain our federal funding.

All job requisitions must meet the following criteria, regardless of hiring scenario or employment category.

- Must be entered in the Talent applicant tracking system so that the University can provide the OFCCP with required hiring data.
- Must be competitive unless otherwise approved under these guidelines or the Noncompetitive Selection policy, HR-404.
- All requisitions must be open to the public for at least seven calendar days and must not be moved to a closed status on a weekend or University-approved holiday.
- All requisitions must contain the University-approved diversity statement.
- All requisitions must contain at least one minimum qualification, job duties, and contact information for applicants to communicate with the hiring unit.

All University Staff positions must be advertised with either a rate of pay between the minimum and midpoint of the associated pay range or as dependent on experience (DOE).

Compensation Administration Guidelines

The Compensation Administration Guidelines help in determining appropriate pay for University Staff employees.

View the Compensation Administration Guidelines here.

New Hires & Rehires

New hires are individuals who are being employed at the University of Arizona for the first time.

Rehires are individuals who have been employed at the University of Arizona in the past, have separated from University employment, and are now returning.

Requisition Requirements and Eligibility

- Requisitions are required for all new hires and rehires.
- If the position does not have affirmative action goals, a requisition may be University Internal Only (i.e., only open to employees currently on the University payroll).

If the unit anticipates rehiring an individual each year (e.g., every summer as a seasonal hire) for the same duties within the same unit, note this in the job requisition so that the position does not have to be reposted each year.

Promotions

A *promotion* is a move to a job at a higher pay grade, career level, and/or scope of work.

Requisition Requirements and Eligibility

A requisition is required to promote an employee:

- By more than one pay grade, unless the position is the next available title within the job family.
- By more than one career level, unless the position is the next available title within the job family.
- More than once in a rolling calendar year.
- To a position outside of their assigned unit.
- To a new job function.
- Who was hired noncompetitively.

A requisition is not required if the requested promotion does not meet any of these criteria. In order to proceed without a requisition, the unit must submit an MSS exception request through UAccess. The Compensation Team in the Division of Human Resources will then conduct an incumbent review.

Each MSS exception request must contain a copy of the position description and any other supporting documentation. Upon approval, the Compensation Team will attach the results letter to the MSS exception transaction.

A unit cannot offer a promotion to an employee without an approved results letter.

Demotions

A *demotion* occurs when an employee moves to a job at a lower pay grade, career level, or scope of work. Voluntary demotions may occur when an employee applies for a lower-level position or when a unit undergoes reorganization or reduction in force.

Requisition Requirements and Eligibility

A requisition is required to demote an employee:

- Outside of their assigned unit.
- To a new job function.
- Who was hired noncompetitively.

A requisition is not required if the requested change does not meet any of these criteria. In order to proceed without a requisition, the unit must submit an MSS exception request through UAccess. The Compensation Team in the Division of Human Resources will then conduct an incumbent review.

Each MSS exception request must contain a copy of the position description and any other supporting documentation. Upon approval, the Compensation Team will attach the results letter to the MSS exception transaction.

A unit cannot offer a new position to an employee without an approved results letter.

Exceptions may be granted for reorganizations, Disability Resources Center–approved accommodations, and termination/phased retirement agreements.

Transfers/Lateral Moves

A *transfer/lateral move* occurs when an employee takes a different position at the same pay grade, career level, or scope of work.

Requisition Requirements and Eligibility

A requisition is required to transfer an employee:

- Outside of their assigned unit.
- To a new job function.
- Who was hired noncompetitively.

A requisition is not required if the requested change does not meet any of these criteria. In order to proceed without a requisition, the unit must submit an MSS exception request through UAccess. The Compensation Team in the Division of Human Resources will then conduct an incumbent review.

Each MSS exception request must contain a copy of the position description and any other supporting documentation. Upon approval, the Compensation Team will attach the results letter to the MSS exception transaction.

A unit cannot offer a new position to an employee without an approved results letter.

Exceptions may be granted for reorganizations, Disability Resources Center–approved accommodations, and termination/phased retirement agreements.

Acting Assignment

An *acting assignment* is a short-term arrangement in which an employee serves in a temporary capacity to cover for another employee on a University-approved leave. The individual selected must meet the minimum requirements for the acting assignment position.

Requisition Requirements and Eligibility

A requisition is required to:

- Continue an acting assignment beyond six months, unless the short-term assignee meets the criteria for noncompetitive promotion.
- Place the employee on acting assignment in a new job function.

A requisition is not required if the requested change does not meet any of these criteria. To proceed without a requisition, the unit must submit a One Minute Request to the Recruitment team. Upon approval, the unit must process an MSS job change request containing an offer letter and job description for the new position.

Interim Appointment

An *interim appointment* occurs when a current University employee fills a position on a temporary basis while a search is being conducted, a department/unit reorganization is taking place, or a department/unit leader is no longer available to serve in their leadership capacity. The individual selected must meet minimum requirements for the new position.

Requisition Requirements and Eligibility

A requisition is required to:

- Maintain an interim assignment beyond 12 months, unless the interim appointee meets the criteria for noncompetitive promotion.
- Transfer the interim appointee to a new job function.

A requisition is not required if the requested change does not meet any of these criteria. To proceed without a requisition, the unit must submit a One Minute Request to the Recruitment team. Upon approval, the unit must process an MSS job change request containing an offer letter and job description for the new position.

Benefits Eligibility Changes and FTE Increases

These changes involve moving a current employee from non-benefits-eligible to benefits-eligible status or increasing their full-time equivalency (FTE).

Requisition Requirements and Eligibility

A requisition is required to:

- Change an employee's assigned unit.
- Change the benefits eligibility status of an employee who was hired noncompetitively.
- Change an employee's job function.
- Change an employee's job title.
- Select one employee when similarly situated employees within a unit could have been considered.

A requisition is not required if the requested change does not meet any of these criteria.

Retirees Returning to Work

University of Arizona retiree returns to work in the same unit.

Requisition Requirements and Eligibility

A requisition is required in order to rehire a retiree. All retirees, including emeritus faculty, who return within one year of service and meet the requirements of the Noncompetitive Selection policy, HR-404, will be required to apply to a noncompetitive requisition.

A competitive requisition is required:

- For retirees who return to a different type of position outside their previous scope of work.
- After a break in service of longer than one year.

Reposts

A *repost* occurs in a situation where a new requisition is required (i.e., the recruitment process is restarted) due to significant changes in the position during the recruitment process.

Requisition Requirements and Eligibility

A repost is required in order to make significant changes to a position during the recruitment process, such as when:

- Hiring under a different classification.
- Making substantial changes to position highlights.
- Narrowing the minimum qualifications.
- Decreasing the rate of pay.
- Decreasing the benefits package.
- Decreasing the FTE.
- Decreasing the salary package.
- Changing the employment category (e.g., from Regular University Staff to Extended Temporary University Staff).
- Extending the requisition beyond one year.

A repost is not required when a unit wishes to increase the number of vacancies, as long as email approval has been secured from the college/division and the Provost's Office, as applicable.

Extensions

An *extension* is the process of keeping a requisition open for an additional seven calendar days after changes are made, to ensure the changes are shared as widely as possible with applicants. Extended requisitions must not be closed on a weekend or University-approved holiday.

Requisition Requirements and Eligibility

An extension is required if a unit seeks to:

- Broaden or clarify the minimum qualifications.
- Add a required document to the application (The unit must ensure it collects the additional document from everyone who has already applied).
- Increase the rate of pay.
- Increase the benefits package.
- Increase the FTE.
- Make substantial changes to position highlights.

University Internal-Only Requisitions (Campus-wide)

A University of Arizona *internal-only requisition* is a competitive recruitment posted to the Talent career center and available only to applicants currently on the University payroll.

Requisition Requirements and Eligibility

An internal-only requisition must be open:

- On a competitive basis to all qualified individuals currently on the University payroll (as an employee or student worker).
- To eligible applicants across the entire University rather than limited to a particular unit or college.

Positions that have affirmative action goals are not eligible for internal-only status.

Open Rank Requisitions

Open rank requisitions advertise for various levels of a faculty or postdoctoral position (e.g., Full/Associate/ Assistant Professor) using the same applicant pool. Units placing open ranks must identify the most qualified candidate, and offer the title that is most appropriate given the candidate's level of expertise. Open rank requisitions are not available for University Staff positions.

Advertising Requirements

The Recruitment team sends all approved requisitions to Arizona @ Work, Arizona agencies that specifically support diversity in hiring, and the HigherEdJobs.com website. Occasionally, Indeed.com will copy and post University of Arizona jobs at no cost to the University or unit.

General Advertising Requirements

All position advertisement must:

- Minimally contain the job title, identify the University of Arizona as the employer, and link to Talent or the search firm conducting the recruitment.
- Direct applicants to Talent to apply. Units cannot consider applicants who have not submitted an application through Talent, except for search firm applicants.

All copies of advertisements must be maintained in the hiring unit's recruitment file.

Diversity Language in Advertisements

All University of Arizona requisitions and outside advertisements must contain the approved diversity language:

At the University of Arizona, we value our inclusive climate because we know that diversity in experiences and perspectives is vital to advancing innovation, critical thinking, solving complex problems, and creating an inclusive academic community. We translate these values into action by seeking individuals who have experience and expertise working with diverse students, colleagues and constituencies. Because we seek a workforce with a wide range of perspectives and experiences, we encourage diverse candidates to apply, including people of color, women, veterans, and individuals with disabilities. As an Employer of National Service, we also welcome alumni of AmeriCorps, Peace Corps, and other national service programs and others who will help us advance our Inclusive Excellence initiative aimed at creating a university that values student, staff and faculty engagement in addressing issues of diversity and inclusiveness.

If the cost of placing the standard diversity language in an advertisement is prohibitive, use the following abbreviated language: *Equal Opportunity Employer Minorities/Women/Vets/Disabled*.

Advertising Positions That Have Affirmative Action Goals

All positions with assigned affirmative action goals must be advertised in at least one outlet beyond those that the Recruitment team uses. Hiring units should thoughtfully select an advertising outlet with potential to increase the size and diversity of the applicant pool.

Remote Employment

Remote employees are employees who reside outside the State of Arizona and who rarely visit the University campuses or extension locations in Arizona to perform their duties.

Because of the complex compliance issues and additional costs associated with out-of-state and out-of-country work, units must complete a Remote Hiring Review Request through the Division of Human Resources before hiring a remote employee. Human Resources will coordinate a University-wide review of potential risks of a particular remote engagement so that the unit can make an informed decision about how it will comply with any special requirements.

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Interview and Selection Guidelines

Search Committees

A search committee is a group of three or more individuals who convene to identify, evaluate, and recommend qualified candidates for a position.

Requirements

Using a search committee is recommended for all full-benefits-eligible positions and is required for managerial, administrative, and faculty positions. Faculty recruitments may have additional search committee requirements.

Composition

Search committees must contain at least three members, who must be recorded in Talent. Search committee chairs assemble the committee, and must do their best to include diverse perspectives, backgrounds, and knowledge.

A search committee may include the hiring supervisor, selected peers, clients, or individuals who will frequently interact with the new hire. It may also include individuals who are not University employees.

There are no specific requirements regarding gender or minority status of committee members.

Responsibilities of the Committee Chair

The search committee chair is responsible for leading meetings, candidate review processes, and interviews. They are also required to aid in developing interview questions and evaluation tools.

The chair may be responsible for submitting the final recommendation to the hiring authority. The chair is also responsible for ensuring all evaluation matrixes, interview notes, and documents from committee members are retained for three years after the finalist's hire date.

Committee chairs should make themselves available to inquiries from the search committee, and consult with the Recruitment team about any concerns.

Conflicts of Interest

Search committee members must promptly notify the chair of any potential conflicts that arise as part of, or as a result of, the search process.

Search committee members are not eligible to apply for a position if they are appointed to the search committee for that job.

No one may serve on a search committee if they have an actual or apparent conflict of interest. This may include appearances of nepotism or outside professional or employment commitments related to the position or applicant pool.

Interview Teams

Not all positions require a formal search committee. A search committee is not required for filling an entry-level, seasonal, or temporary role, or when the unit does not have the resources to form a formal search committee. In such cases, an interview team may be created instead. An interview team consists of two individuals who convene to identify, evaluate, and recommend qualified candidates for a position.

Search Firms

A search firm is a professional recruiting service hired to recruit applicants who meet the requirements for a job requisition. If your unit decides to use a search firm, notify the Recruitment team to ensure that all required equal employment opportunity data is collected and that each contract is appropriately tracked within the University's financial software.

All units using a search firm must create a job requisition in Talent that mirrors the position announcement and must have the finalist apply through the Talent system.

Object codes for expenses

All expenses for search firms and sourcing specialists should be posted to the following object codes in UAccess Financials:

- 3480 - Search Firm Services: Fees paid for services related to finding eligible candidates for open positions.
- 3481 - Search Firm Travel: Payment for lodging or travel expenses the vendor incurs during an employment search.

For a list of contracted firms, or more information about using a search firm, please visit the Division of Human Resources search firms webpage.

Applicant Qualifications Review

Only applicants who meet minimum qualifications can be considered for a position.

Education Equivalencies

The University of Arizona employs a 1-to-1 education-to-experience equivalency for all University Staff positions (e.g., a bachelor's degree is equivalent to four years of experience).

Applicant Communication

Units must follow the following guidelines when communicating with applicants. The Recruitment team can assist if a unit has concerns or needs guidance crafting a message.

Responsiveness

Hiring representatives must:

- Respond to all applicant inquiries within two business days.
- Notify all interviewees of their status within five business days of the interview round completion.

Acceptable Forms of Communication

Phone and email are acceptable forms of communication for applicant inquiries and interview statuses. A status code update, alone, does not meet University standards. Whatever form of communication the unit chooses, it should maintain documentation in the recruitment file.

It is not necessary to email or call applicants who do not meet minimum qualifications or who are not selected for an interview, unless the applicant submits an inquiry.

Applicant Codes

Search committees use a variety of disposition codes (e.g., applied after review date, interview, offer) to record their decisions about applicants.

Requirements

Search committees should update the disposition code in Talent immediately upon deciding a candidate will no longer be considered. Search committees should assign a final disposition code for remaining candidates no later than 30 days after their hire date or cancellation of the requisition.

Applicants must be assigned status codes and reasons specific to their candidacy that can be justified upon review of the recruitment file. If all applicants in the pool have the same Talent disposition code, the Recruitment team will request a written justification from the unit describing the circumstances.

Revisiting the Applicant Pool

If a finalist declines the job offer or leaves the position within six months of the requisition close date, the unit can hire from the same applicant pool. The next person hired should be the second most qualified candidate for the position that was advertised. If that individual is not suitable or is no longer interested in the position, the search committee may consider reviewing another batch of candidates from the original pool.

A search committee may hire more than one candidate out of the same pool. If the requisition was originally approved as a single hire, the college/division and the Provost's Office, as applicable, must provide email approval.

Structured Interviews

The interview process must be standardized for all candidates for a position. All candidates must be interviewed by the same set of search committee members, allowed the same amount of time for the interview, and asked the same set of interview questions. A search committee that wishes to change the interview structure mid-search should consult with the Recruitment team.

Minimum Number of Interviews

For all competitive recruitments, a minimum of two qualified candidates (applicants who meet minimum qualifications) must be interviewed when the applicant pool yields ten or more qualified candidates.

Values-based Interview Questions

To ensure recruitments are aligned with the University's values, at least two values-based interview questions must be asked during either the first or second round of in-person interviews. The University values are:

- **INTEGRITY:** Be honest, respectful, and just.
- **EXPLORATION:** Be insatiably curious.
- **INCLUSION:** Harness the power of diversity.
- **ADAPTATION:** Stay open-minded and eager for what's next.
- **DETERMINATION:** Bear Down.
- **COMPASSION:** Choose to care.

Sample values questions are available on the Division of Human Resources [Recruitment](#) page.

Reference Checks

A reference check generally involves contacting a finalist's former employers, supervisors, co-workers, or educators to obtain information on previous employment and the individuals' knowledge, skills, abilities, and character.

The University conducts reference checks:

- To create a safe and secure educational institution and workplace.
- To verify University employees are qualified to perform the jobs for which they are hired.
- To hire and retain high-quality employees.
- To ensure compliance with [ABOR Policy 6-709](#) and [UA Policy HR-401](#).

Timing of Reference Checks

Reference checks are conducted after the interview process is completed. In most cases, a member or representative of the search committee will contact references for only one finalist. However, if the committee is still considering multiple candidates after the interviews, it can contact references for all candidates to aid in its decision.

A member or representative of the search committee should notify candidates before contacting their references.

References for Current University Employees

A member or representative of the search committee must contact the candidate's current or former unit(s) for a reference check before extending an offer letter. They may also request access to review official personnel records. [View the applicable records policy here](#).

Professional vs Personal References

A professional reference is typically a current or former employer, colleague, client, vendor, supervisor, or someone else who has firsthand knowledge about the finalist's work or volunteer experience. The Recruitment team recommends obtaining references from prior or current supervisors.

The search committee should attempt to obtain a minimum of three professional references before extending a written offer to a University Staff finalist. It is acceptable to ask for additional references to

those listed on the application. For example, if the finalist has listed only personal references who do not have direct knowledge of the individual's work experience.

References should be both recent and relevant to the position. These types of references provide a best indicator of the finalist's current capabilities and job performance.

Reference Collection

Reference checks must obtain job-related and uniform information. Information about a candidate's personal life or demographic background should never be solicited. The committee should use the same criteria for determining the prospective hires' candidacy for the job. Reference checks should be in alignment with the [Equal Employment Opportunity Commission guidelines](#).

Reference check documents must be retained in the recruitment file for three years after the finalist's date of hire.

Negative References

If the search committee is unsure of how to proceed after receiving a negative reference, it can reach out to the Recruitment team.

Offer Letters

The offer letter documents the agreed-upon terms for the employment arrangement.

General Requirements

Offer letters must:
- Be generated for all new hires and rehires.
- Be generated in Talent unless otherwise stated in these guidelines.
- Be generated only for the final candidate, not for semi-finalists.
- Include a wage or salary that follows the Compensation Administration Guidelines.
- Match the terms and conditions listed in the requisition.
- Be generated using the official template and language approved by the Division of Human Resources.
- Be approved by Human Resources before it is extended to the University Staff finalist.

The only exception for using the web-based offer letter builder is to extend offers to graduate students, UACareers hires, and interim or acting assignments.

Rescinding an Offer

To rescind an offer letter prior to a finalist's start date, a hiring authority must obtain advance approval from the Recruitment team.

Offering a Different Position than Advertised

The hiring authority cannot offer the finalist a different position than the one they applied for.

Negotiating Offers

Finalists may negotiate the terms of their offer letter. Unit leadership has the discretion to:

- Determine the amount of a relocation package as long it aligns with the Financial Services Manual [Relocation Policy for Employees](#), policy 9.14, and is equitable within the college/division.

- Offer a finalist a higher rate of pay as long as the amount does not exceed the midpoint of the salary range (University Staff) and/or does not create pay inequity within the unit (all staff).
- Accommodate a revised start date.

Any changes to a job offer will require that an updated offer letter be generated in Talent and extended to the finalist.

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Records and Access Requests

Talent System Access Requests

All active University employees are automatically set up with default access. Default access includes all requisition roles. View all requisition roles here.

Select University employees may need to request a security role as either a Department Contact/Approver or a College Dean/VP Approver. These roles allows users to take action on requisitions, applicants, offer letters, and reports for their entire college/division.

To gain this level of access, users should submit a request through the UAccess provisioning tool located on the UAccess home page. All requests are routed for approval before access is granted.

When a non-University employee is serving on a search committee, the person must be established as a DCC Event Volunteer in order to obtain access to Talent. If the individual does not require access to Talent, a member of representative of the search committee may share applicant materials outside of the Talent system.

Report Requests

If the unit receives a request for an institutional-level applicant data report from an external party (e.g., Department of Labor, National Institutes of Health, National Science Foundation, or Liaison Committee on Medical Education), please forward it to the Recruitment team. Centralized reporting allows the University to standardize and track all requests and document delivery to external parties.

Internal Report Requests

To request customized applicant data reports, email the Recruitment team with the following information:

- Date range for the dataset.
- Desired data points.
- Reason for the request.
- Names or groups of persons who will have access to the data.
- Description of how the data will be used.

The Recruitment team may, when warranted, provide aggregate equal employment opportunity data.

Records Requests

All records requests should be forwarded to the Recruitment team to ensure applicants' privacy is maintained and all legal and policy requirements are met.

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Noncompetitive Hires and Exceptions

Noncompetitive Selection Policy, HR-404

The University is an Equal Employment Opportunity employer that actively seeks a qualified, diverse workforce. The University is committed to conducting competitive searches to enhance the excellence of the University's workforce. The University recognizes, however, that there may be situations in which a compelling justification exists to make a noncompetitive selection. The Noncompetitive Selection policy describes circumstances that may justify a hire without a competitive search.

To make a noncompetitive hire, departments now must request a recruitment waiver.

How to request a recruitment waiver

1. Complete the [Request for Recruitment Waiver form](#).

2. Attach the completed waiver form to the associated Talent requisition.

The Recruitment team will conduct a review and either update the requisition status to "approved" or follow up for further information. Requisitions routed without a waiver form will not be processed.

All individuals nominated for noncompetitive hire must submit an application through the Talent system unless otherwise noted in the guidelines.

Exceptions

In some cases, the Recruitment team may grant an exception to these guidelines. All requests for exceptions submitted in writing to recruitment director for further review.

Does Not Meet University Hiring Guidelines

All units must adhere to the Recruitment Administration Guidelines. The Recruitment team may designate a recruitment that does not conform to these procedures as "Does Not Meet University Hiring Guidelines."

This designation is documented in Talent. Units that receive this designation will be required to submit written affirmation of how they will improve their recruitment practices moving forward. Units that receive two or more of these designations in a calendar year may be subject to loss of privileges in Talent.

Glossary

Term	Definition
Acting Assignment	A short-term arrangement in which an employee serves in a temporary capacity to cover for another employee on a University-approved leave.
Affirmative Action	In the context of recruitment, policies that support members of disadvantaged groups in gaining equal access to employment. As a federal contractor, the University must identify job groups where women, and minorities are underrepresented in comparison to their availability in the workforce, establish goals for increasing the diversity of employees in those job groups, and make good faith efforts to achieve those goals. Recent regulations have also established benchmark goals for employing and promoting protected veterans and people with disabilities. Affirmative action does not mean a quota system.
Applicant	Anyone who applies for a job requisition and meets the minimum qualifications for a position, whether or not the employer considers that person for the position.
Applicant Pool	The aggregate of all applications submitted for a particular requisition.
Candidate	Someone who applies to a job requisition, is determined to be a contender for the position, and progresses to additional screening(s) (e.g., a phone interview).
Career Level	A grouping of positions that require a comparable type of work, skill level, and degree of responsibility.
Demotion	The movement of an employee into a job at a lower pay grade, career level, or scope of work than the employee's current job.
Disposition	The process of tracking why a particular individual did not move forward at any point in the recruitment process (e.g., lacks minimum qualifications, is less competitive based on work experience). As a federal contractor, the University of Arizona is required to track this information. We do this through disposition codes entered in Talent.
Elevated Privileges	A status granted by University Information Technology Services that enables a University employee to access confidential or sensitive information not accessible to all employees. Employees granted elevated privileges are required to complete an online training module.
Exception Request	A formal request to bypass the Recruitment Administration Guidelines.
Finalist	The candidate for a requisition who is selected to receive an offer of employment.
Full-time Equivalent	A calculation in which an employee's scheduled hours are divided by the number of hours the employer designates as a full workweek. 1.0 FTE

	means the employee works full-time; .5 FTE indicates the employee works half as many hours as a full-time employee.
Interim Assignment	An arrangement where a University employee fills a position on a temporary basis while a search is being conducted, a unit reorganization is taking place, or a unit leader is no longer available to serve in their leadership role.
Internal-Only Requisition	A job requisition that is limited to current University employees or former employees with re-employment privileges. These requisitions cannot be viewed by external applicants. Internal-only requisitions are not permitted for positions with affirmative action goals.
Job Family	A subset of a job function, usually more specialized in nature. *Examples:* *Compensation, Benefits (families within Human Resources)* *Computer Operations, Systems Administration (families within Information Technology)* *Research Program Administration, Research Development (families within Research)*
Job Function	A group of jobs involving similar types of work and requiring similar training, skills, knowledge, and expertise. The job function concept helps organize related jobs for purposes of pay, career progression, and performance management. *Examples:* *Human Resources; Information Technology; Research*
Justification	A formal document that outlines the reasons for a recruitment action that is outside the normal process.
Lateral Transfer	The movement of an employee to a different job at the same career level, pay grade, or faculty level as the employee's current job.
Noncompetitive Selection	A situation in which someone is offered employment at the University without undergoing a competitive recruitment process. Noncompetitive selection occurs rarely, in specific circumstances defined by University policy (e.g., visiting scholars from other institutions).
Offer Letter	A document the employer extends to the selected finalist, delivering an offer of employment as a result of a recruitment process. The letter outlines key terms of the prospective employment relationship (e.g., title, salary, job responsibilities).
Pay Grade	A pay range to which jobs are assigned based on the Job Role, Impact & Complexity and Requirements, and the market value of benchmark jobs. Pay ranges have been designed to accommodate a wide variety of skill and experience levels in a job, from novice to expert.
Professional Reference	An assessment of a finalist's skills, job performance, and character that a prospective employer obtains prior to extending a job offer. References may be provided by current or former employers, colleagues, clients, vendors, supervisors, or others who have firsthand knowledge about the

	finalist's work or volunteer experience. The Recruitment team recommends obtaining references from prior or current supervisors.
Promotion	The movement of an employee to a different position at a higher pay grade, career level, or scope of work than the employee's current job.
Reasonable Accommodation	A process required under the Americans with Disabilities Act in which employers make a change in the work environment or the way a job is performed in order to provide a qualified employee with a disability equal access in the application process and to enable them to perform the essential functions of the job.
Search Committee	A diverse group of individuals who review and evaluate applications received for a particular position, and conduct interviews with qualified candidates. The search committee may be charged with making a hiring recommendation to a hiring authority or with making the final hiring decision.
Search Firm	A professional recruiting services provider hired to acquire applicants meeting specific requirements.
Structured Interview	A type of interview in which questions are determined in advance and are asked of all candidates in the same way, and typically in the same order.