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).
New Hire Pay Determination

It is important to establish an appropriate pay for all new hires to the University that both reflects the employee’s relevant skills, knowledge, expertise and experience and is equitable compared to current University employees. Hiring managers should review the “Managing within Pay Ranges” guidelines and assess the candidate’s qualifications to determine the appropriate pay positioning. Salaries of current employees in similar roles, both within the college/division and across the institution, should also be reviewed at this time to ensure pay equity. Offers up to the pay grade’s midpoint can be made without additional justification; potential offers above the midpoint must be sent to Compensation with written justification before making a salary offer at a rate higher than what is considered “market”. The reasoning should be based upon how the candidate exceeds the minimum qualifications of the position, such as experience, skills, certifications and/or education they possess that justifies an offer above midpoint.
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 applied 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.
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 matrices, interview notes, and documents from committee members are sent to the CAST HR Manager for retention of three years after the finalist’s hire date. Committee chairs should make themselves available to inquiries from the search committee and consult with the CAST HR Manager 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.

• CAST Adjunct searches will generally use an Interview Team comprised of the Program Director and Department Head.

• CAST Student Worker searches will use an Interview Team comprised of two people from the department the student will work in. One will be supervisor of the Student Worker.
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).

• For this reason, minimum qualifications should be carefully considered when creating a position posting.

Applicant Communication

Units must follow the following guidelines when communicating with applicants. The CAST HR Manager 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 Dispositioning

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

Requirements
Search committees should submit the disposition reasons to the CAST HR Manager immediately upon deciding a candidate will no longer be considered. Search committees should assign a final disposition reason for remaining candidates no later than 30 days after a hire date or cancellation of the requisition.
Applicants must be assigned status 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 reason, 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 CAST HR Manager.

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. The applicable records policy can be found at HR-403.
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 should reach out to the HR Manager.
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.
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.
CAST Recruitment Processes

All search committee members or anyone associated with any search will be required to sign a confidentiality statement for each search they participate on.

Staff
- All University Staff requests require the new Position Description form
  - Compensation and HR use this form to determine the level of the position being requested.
  - This form is attached to all transactions entered in UAccess.

Faculty
- The Dean has requested that the Department Head be the Search Chair for faculty hires in their department when possible.
- The Dean will serve as the Hiring Authority and will require a one on one meeting with each final candidate. This usually happens during the campus visit.

Adjunct
- Adjunct searches will have an Interview Team instead of a full search committee.

Student
- Student searches will have an Interview Team instead of a full search committee.
- Student positions are currently not posted in the Talent system. A manual search process will be conducted until they are included in Talent.
UA Talent

- UA Talent replaced UA Careers on January 27, 2020
- The new applicant tracking system (UA Talent) is driven by the position control number
- The position control number must be created and fully approved in UAccess prior to the requisition (posting) in Talent can be created.
- Job postings are called Requisitions in Talent
- A Search Committee Member in Talent will be associated with a Requisition via a role of **Reviewer** and/or **Interviewer**.
- To access Talent, visit talent.arizona.edu/hr
- For the System Training we will use the Talent Search Committee Member Video.