I. Authority and Approval for Faculty Recruitment and Hiring

Authorization for faculty recruitment is issued by the Dean and Provost. As part of the position planning process, Department Chairs will receive a position planning template in late-September/early-October from the Dean's Office, along with detailed instructions for completing the template. The college strategic faculty hiring plan is formulated over the course of the fall semester and is presented to the Provost in early spring. The Provost's Office releases approved faculty lines in late-spring/early-summer. In turn, the Dean's Office reviews approved faculty lines and releases this information to Department Chairs.

II. Faculty Recruitment and Hiring Process:

Once approval to search has been released by the Dean's Office, Department Chairs should follow the procedure outlined below to prepare for, launch, and complete a faculty search.

A. Preparing for your Search:

1. Prior to submitting any recruitment forms, the Department Chair will work with their Associate Dean to establish the search committee. Written approval from the Associate Dean of the search committee composition is required before the search process can move forward. In constituting a search committee, the Department Chair should seek to create a committee that is as diverse as possible. In addition, members of the search committee and the department chair must commit in advance to undertake UD ADVANCE or other appropriate training as specified by the Dean's Office even if they have previously attended in past years.

2. Each search will officially begin with a charging meeting between the Associate Dean, Department Chair, and the search committee. The goals of this meeting are to:
   a. Clarify and finalize points for the position description and discuss options for external advertisement.
      i. All positions posted to the UD Careers website will automatically post to the following external sites, with expenses covered by HR Talent Solutions:
         1. Indeed.com
         2. Hercjobs.org
      ii. Department Chairs must work with Associate Deans to obtain approval of the final position advertisement.
   b. Discuss affirmative steps the committee can take in order to recruit a highly qualified and diverse applicant pool and confirm search committee and department chair training through UD ADVANCE.
   c. Discuss required rating sheets/rubrics for evaluating candidates.
      i. Sample rating sheets can be found here.
   d. Develop a search timeline.
   e. Discuss the overall process and administrative support.
   f. Establish a search budget.
   g. Clarify rank, track, and the expedited tenure process (if applicable).
   h. Discuss the need for applicants who are brought to campus for interviews to meet with the Associate Dean as part of that process.

3. The Department Chair and Associate Dean should have a separate conversation to confirm salary and startup expectations.

It is highly recommended that the Department's Administrator attend the charging meeting to review administrative support and assist the committee with any procedural questions.

B. Launching the Search:

All newly approved positions will require a position number that must be established prior to the submission of any recruitment forms in the Talent Link system. The College Operations team will ensure that all position numbers are created by submitting the New Position Webform after departments receive notification of their approved positions.

After the search committee has been formally charged by the Associate Dean, the Search Committee Chair and Department Chair will work to provide the necessary information to the Faculty Life Cycle Coordinator to submit the job card for approval. The Faculty Life Cycle Coordinator will need the following information to complete the job card in Talent Link:

- Names of the search committee members and the search committee chair
- Job Advertisement/description & written approval from the Associate Dean
- Budgeted salary range
- Proposed hire date
- Listing of external advertisements (placed by the UD Talent Solutions team) and applicable speedtype for advertisement costs
- Advertisement open and close dates
- Search timeline
- Summary/description of affirmative steps the committee intends to take in order to build a diverse and highly qualified candidate pool
- Two rating sheets/rubrics: one to assess the initial applicant pool and a second to evaluate interviewees (semi-finalist and finalist rounds).

Once the Search Committee has been charged and the Faculty Life Cycle Coordinator receives the necessary information, the search information will be submitted in Talent Link for approval. The Department Administrator will have access in Talent Link to view each stage of the process.

The Faculty Life Cycle Coordinator submits the Job Card in the Talent Link System for approval by the Department Chair, Sr. Business Officer, Associate Dean, Dean, Provost, and HR. Once the job card is fully approved, the position will be posted on the UD Careers website and other external sites, as requested, and each search committee member will be notified.

C. Letters of Recommendation:

Letters of recommendation can be requested from all candidates or from only those candidates whom the Search Committee selects for interviews. Letter writers will have 14 days to submit their letter of recommendation from the time the request is made. (Note: If the request deadline expires, another request for submission of recommendation letters can be made.)

Requesting Letters of Recommendation:

If the Search Committee would like to request letters of recommendation at any stage in the review process, the Department Administrator makes the request for letters to the Faculty Life Cycle Coordinator who will make the request in the Talent Link System.

Two notifications will be sent simultaneously upon completing the request. The first notification will go to the Department Administrator, Hiring Manager, Search Committee, and Originator notifying them that a request for recommendation letters has been made. A second notification will be sent directly to the Applicant notifying them that a request for letters of recommendation has been sent to the referees listed in their application.

D. Candidate Selection:

Selection of candidates for interviews cannot occur until after the close/"review by" dates announced in the job advertisement. Search committees are encouraged, but not required, to conduct multiple rounds of interviews, beginning with a preliminary interview with a larger pool by phone or video conference, and then moving to a short-list for on-campus interviews.

Semi-finalist

If a semi-finalist pool is identified, the Department Chair should send the full application file to include the CV, cover letter, and letters of recommendation if any, via email to the Associate Dean for approval. The Associate Dean will confirm ADVANCE training attendance. Once approved by the Associate Dean, the list along with the rating sheet/rubric and a short summary of how the rating sheet/rubric was applied will be emailed by the Associate Dean to the Faculty Life Cycle Coordinator (with a copy to the Chair) to be submitted for approval in Talent Link. Accompanying the semi-finalist pool, the department chair must provide, to the Associate Dean, a short summary describing how the steps outlined by the committee at the start of the search to recruit a highly qualified and diverse application pool were followed. The pool must be approved by the Department Chair and Associate Dean in the Talent Link System prior to the first round of interviews. The search committee may have to reassess the pool based on the Department Chair's and Associate Dean's feedback. Once approved, interviews can begin.

Finalist/On-campus interview

Once finalists or candidates are identified for an on-campus interview the Department Chair should send the full application via email to the Associate Dean for approval. The Associate Dean will review and approve and then forward to the Dean for approval. Once approved by the Dean, the Associate Dean will submit the list of names along with the rating sheet/rubric, and a short summary of how the rating sheet/rubric was applied to the Faculty Life Cycle Coordinator (with a copy to the Chair) for approval in Talent Link. If semi-finalists were not identified, a short summary describing how the steps outlined by the committee at the start of the search to recruit a highly qualified and diverse application pool were followed should also be included. This must be approved by the Department Chair, Associate Dean, Dean, and the Vice Provost for Faculty Affairs.

Do not contact any semi-finalists or finalists until the candidate pools have been approved. It is best practice to check references by means of reference letters or direct communication with references before scheduling finalist interviews, especially when hiring junior faculty members (Assistant Professor rank).

Scheduling Interviews: Faculty search interviews are not to be scheduled in the Talent Link system using the interview booking feature. Scheduling interviews for faculty searches should be handled by the Department by directly contacting the applicant once approval by all required parties has been granted in Talent Link.

E. Extending an Offer:

Once the interviews are complete, the search committee works in consultation with the Department Chair and faculty to select preferred candidates. The Search Committee Chair should provide the Department Chair with a rationale/justification for all candidates interviewed. All candidates' justifications should state whether they would or would not be acceptable and why. In line with departmental by-laws, the justifications should be accompanied by specific voting outcomes on acceptability, at rank, by the department.

The Department Chair will make a recommendation to the Associate Dean who will seek the approval of the Dean. Recommendations should include the rationale/justification described above and the CV of the candidate. Once approved by the Dean, the Associate Dean will deliver the offer parameters (see below) to the Department Chair, who will then negotiate with the candidate. Once an agreement is reached on the offer, the Chair will provide the following information to the Associate Dean and the Faculty Life Cycle coordinator to use in drafting the offer letter:

- Proposed Salary Amount
- Start Date
- Tenure Status and Rank
- Start-up amount (if applicable)
- Transition amount (if applicable)
- Candidate's name & CV

The Faculty Life Cycle Coordinator will draft the offer letter using the approved offer templates. A draft of the offer letter will be sent to the Department Chair for review prior to being submitted in Talent Link. The Faculty Life Cycle Coordinator will then route the letter through Talent Link to obtain all necessary approvals. Once fully approved, the offer letter with the Dean's signature will be returned to the Department Chair with a copy to the Department Administrator.

All MOUs committing departmental resources must be reviewed by the Associate Dean prior to being released to any candidate and finalized versions must be provided to the Faculty Life Cycle Coordinator.

No formal offer can be issued to a candidate before the Provost has approved the Offer Card in Talent Link. Any discussions with candidates prior to that approval must be explicitly conditional upon the Provost's approval. Search committee members should not discuss salary and/or start-up recommendations with the candidates at any time. All salary conversations and negotiations will take place between the Department Chair and the selected candidate with approvals from the Associate Dean.

Once the offer card is fully approved and the letter signed by the Dean is received, the Department Chair may extend the written offer.

### F. Moving to the Next Candidate (if necessary):

If the top candidate declines the offer, the Department Chair should work with the Associate Dean to determine next steps. For example, the decision may be to make an offer to another candidate from the same pool, relaunch the search, or fail the search.

G. Closing the Search:

Assuming a successful search, the fully signed letter and any MOUs should be sent to the Dean's Office by the Department's Administrator or Department Chair. The Faculty Life Cycle Coordinator will upload the signed offer letter to finalize the Offer Card in Talent Link.

Communicating with Candidates:

Once the Offer Card is finalized, the Faculty Life Cycle Coordinator will send the standard CAS communication to all applicants to include semi-finalist who do not advance to the finalist stage. This communication will be sent through Talent Link to notify each candidate that they have not been selected for the position. It is the responsibility of the Search Committee Chair to notify all finalists via email that they have not been selected for the position.
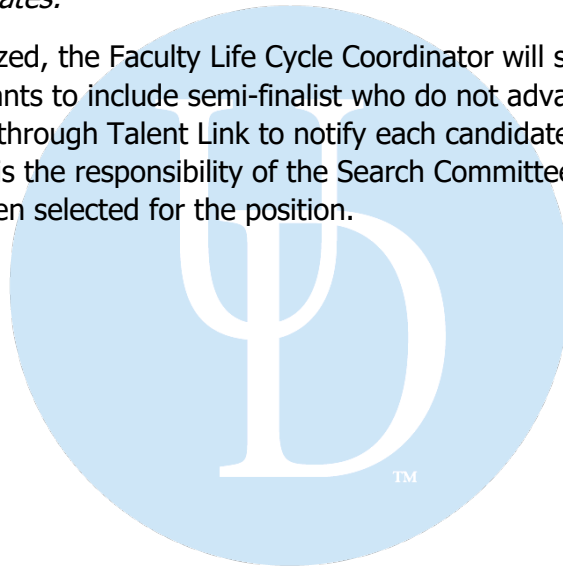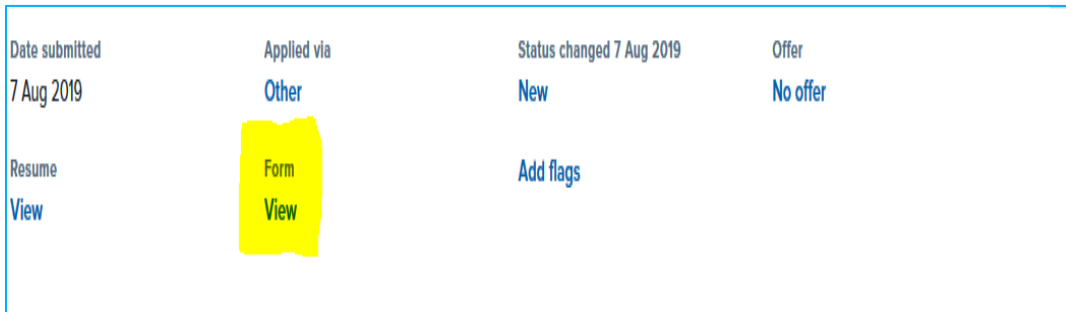
Viewing Letters of Recommendation:

To view submitted letters of recommendation, each search committee member or department administrator will need to access each applicant's application.

1. Once you are in the Talent Link system, click on "View Applicants."
2. Click on the name of the applicant.
3. Click on "View" under "Form."

Date submitted	Applied via	Status changed 7 Aug 2019	Offer
7 Aug 2019	Other	New	No offer
Resume	Form	Add flags	
View	View		

4. Scroll down until you see the section labeled "Internal Reference Check Form."
5. Click on the Letter of Recommendation that you would like to review.

Reviewing Applications

Log in to the Talent Link system by visiting www.udel.edu/talentlink. Click on 'Talent Link Log In' and use your UD credentials to access the system.

Find the tile labeled 'Search Committee Review' and click on the line labeled 'Jobs requiring panel review'

My Dashboard
Welcome Sarah, this is your Dashboard where you will see all your tasks organized in various stages.

Position Description

This box pertains to members of the Provost Office who are managing faculty position planning.

Search committee review

1 Jobs requiring panel review

The next screen is a page titled 'My Search Committee Jobs'.
This page lists the jobs for which you are a search committee member.

My search committee jobs

Job number	Date added	Status	Title	User	Total applications	Your role			
494132	Jun 25, 2019	Interviewing	TEST1 Assistant Professor	JA	13	Search Committee Me	View Applicants	View responses	View job
494134	Jun 25, 2019	Approved	TEST 2Assistant Professor	LK	11	Search Committee Me	View Applicants	View responses	View job

Once you have identified the relevant search, click on 'View Applicants' on the far right side of the job title row.

The next screen will show a search committee view with all submitted applications for the current search.

TEST 2Assistant Professor (494134)

Bulk compile and send

☐ Select all   Sort: Outcome ▼

■ Search Committee Review

☐ Eileen Moye
Sep 19, 2019

☐ Gregory McGregor
Sep 19, 2019

☐ Jared Aupperle
Jun 27, 2019

☐ Jeffrey Flowers
Sep 19, 2019

☐ Karen Montana
Sep 19, 2019

☐ Molly Madden
Sep 19, 2019

☐ Rebekah Moore
Jun 26, 2019

Selection criteria
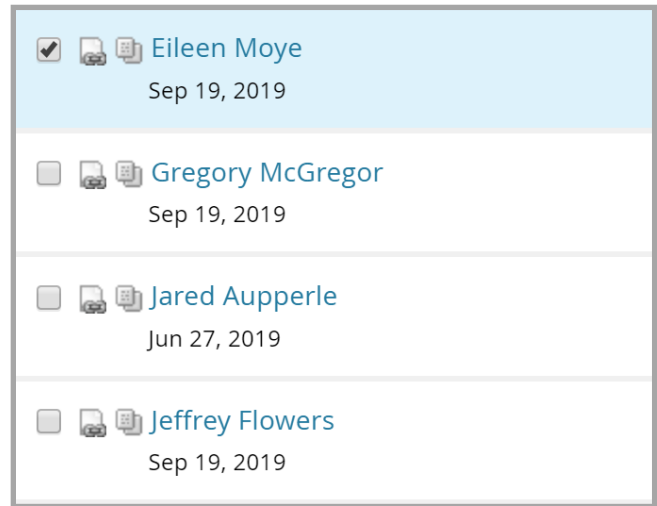
Verbal Clarity

(Communication)

Potential

(Competency)

Role fit

There are three icons in each row next to the applicant's name.

The first selection box allows you to select the applicants whose application materials you wish to view as a compiled pdf document.

The middle resume icon opens a separate window with the CV of the selected applicant.
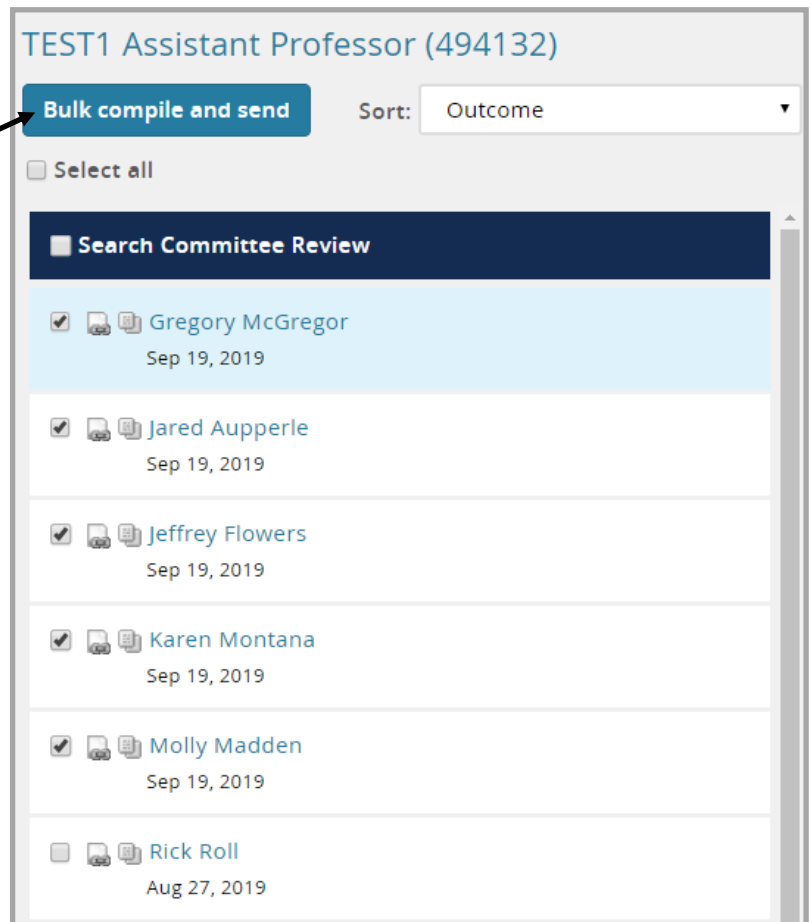
The last icon opens the entire application of the applicant.

☑ 🖥️ 🗐 **Eileen Moye**
Sep 19, 2019

☐ 🖥️ 🗐 **Gregory McGregor**
Sep 19, 2019

☐ 🖥️ 🗐 **Jared Aupperle**
Jun 27, 2019

☐ 🖥️ 🗐 **Jeffrey Flowers**
Sep 19, 2019

You can click a single selection box to compile a single applicant's material in to a bulk pdf document; or click multiple selection boxes to compile material for several applicants at one time.

Click on 'Bulk Compile and Send' located in the top left corner of the screen.

TEST1 Assistant Professor (494132)

Bulk compile and send   Sort: Outcome ▾

☐ Select all

■ Search Committee Review

☑ 🖥️ 🗐 Gregory McGregor
Sep 19, 2019

☑ 🖥️ 🗐 Jared Aupperle
Sep 19, 2019

☑ 🖥️ 🗐 Jeffrey Flowers
Sep 19, 2019

☑ 🖥️ 🗐 Karen Montana
Sep 19, 2019

☑ 🖥️ 🗐 Molly Madden
Sep 19, 2019

☐ 🖥️ 🗐 Rick Roll
Aug 27, 2019

The next screen will allow you to select application materials under the 'Applicant Documents' section only.

Talent Link will save your preferences for future use.

Once you have made your selection, click on 'Create PDF' at the bottom of the screen.

To email the pdf, enter a user name or email address and click 'Okay' at the bottom of the screen.

                        Or

Click 'Download Document' to download and save the pdf.

To email the pdf, enter a user name or email address and click 'Okay' at the bottom of the screen.

Once you click 'Okay' or 'Close' at the bottom of the screen, the current window will close, returning you to the Applicant View.

Approving Assigned Applicants (Department Chair, Dean, Provost)

If you have been assigned applicants to review, you will receive an email from the Talent Link system.
Log in to the Talent Link system using the link in the email or visiting www.udel.edu/talentlink and clicking on 'Talent Link Log In' with your UD credentials

Find the box labeled 'Applications' and click on the line labeled 'Applicants assigned to you for review'
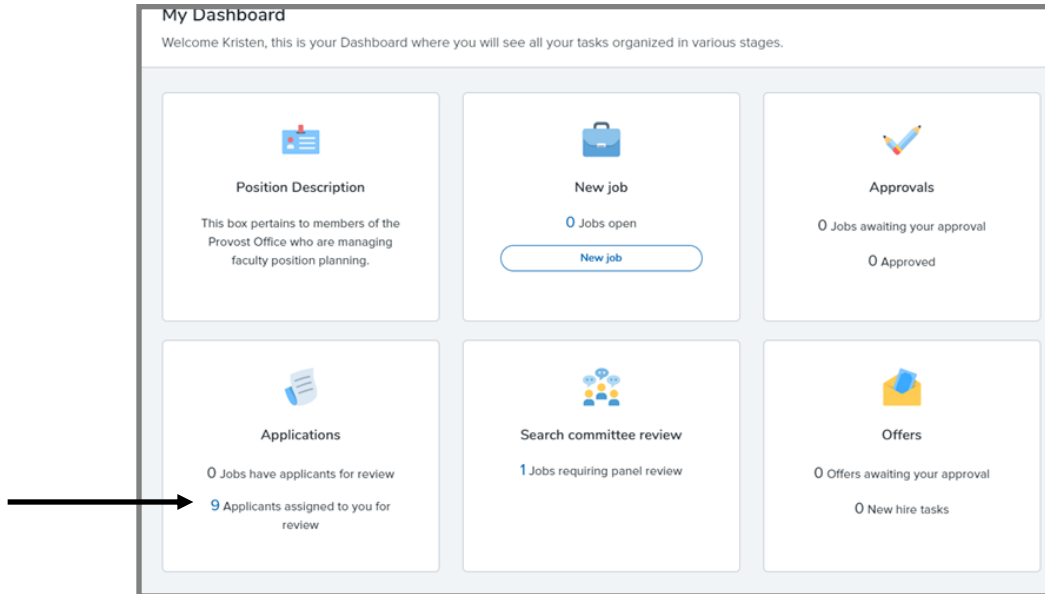
The 'My applicants' screen will show the applicants assigned to you.
There are two methods to view the applicant materials:
- Compiled PDF for a single applicant or for all applicants
  - Application Form for a single applicant

To compile the materials of a single applicant, click on the box located at the beginning of the selected applicant's row. The box will turn green. Next, click on the drop down menu labeled 'Select a bulk action' and select the 'Bulk PDF' option.
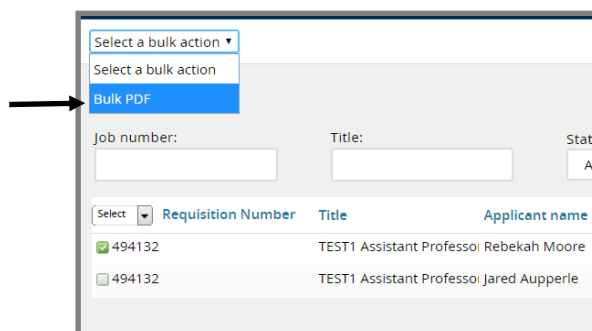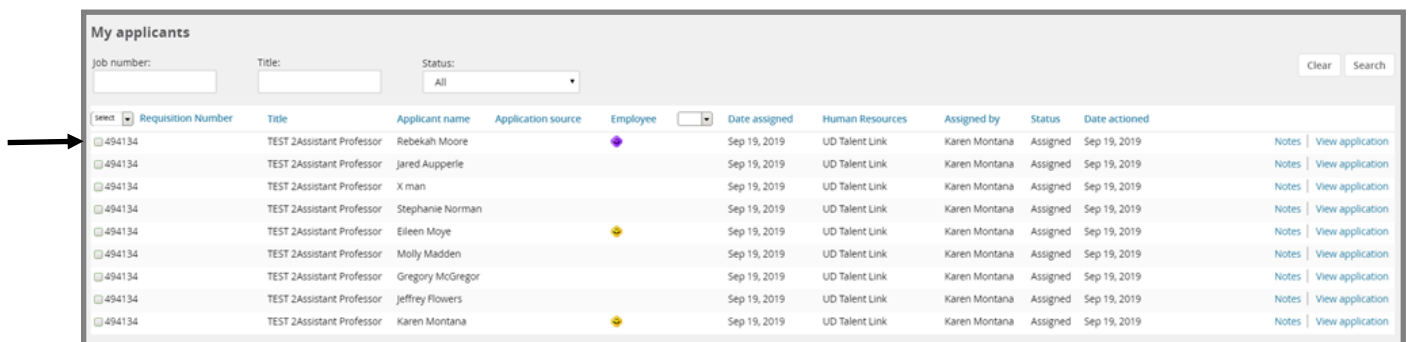
If you are an approver of more than one faculty search, reference the requisition number in the job number field to filter the list to applicants to one requisition (i.e. one faculty search) at a time. After entering the requisition number in the job number field, click on search to see the filtered results.
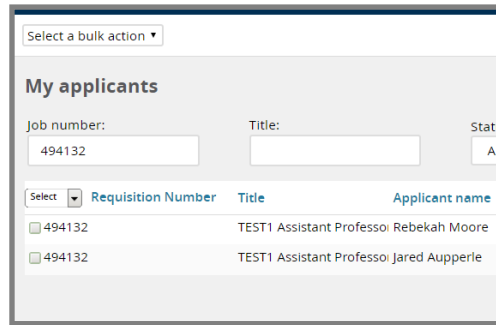
To bulk compile the materials for all applicants associated with the filtered search, click on the drop down menu labeled 'Select ' and choose the 'current page' option.
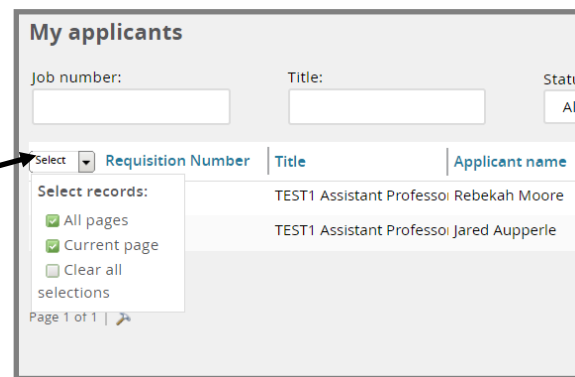
After choosing 'current page' , a green box will appear next to every applicant's name. Next, click on the drop down menu labeled 'Select a bulk action' in the upper left hand corner then choose the 'Bulk PDF' option.
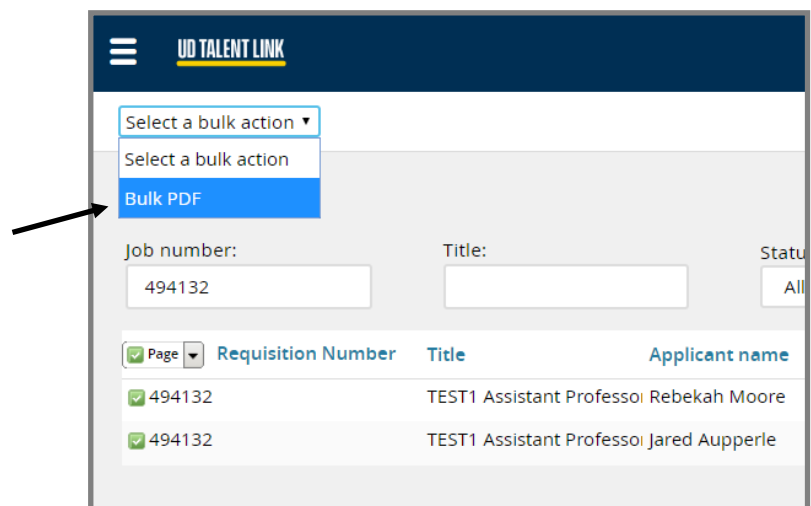
Once the compilation is complete, click 'Download Document' to download and save the pdf.

To email the pdf, enter a user name or email address and click 'Okay' at the bottom of the screen.

The field labeled 'Other Email' is used to send the pdf to non-UD employees.

Your document is ready to download:
Download document (216.7 kb)

Send document: ● Yes ○ No

User:	[ ] 🔍 ✐
	No user selected.
Other e-mail:	[ ]
From:*	KHICKMAN@UDEL.EDU
Subject:*	TEST 2Assistant Professor

Body:*

✧ Show merge field information❶

B *I* U̲ S̶ ☰ ≣ ⩥ ⩤ Formats ⌄ A ⌄ A̲ ⌄ 🔗 ▦ ⌄ I̶ <>   ⑦

Please see attached the applications for:

- X man

Drag & Drop files here

Or click to browse from local drive.

5MB file size limit

[Okay] [Close]

To view the application form of a single applicant, click 'View Application' on the far right side of the applicant's row.
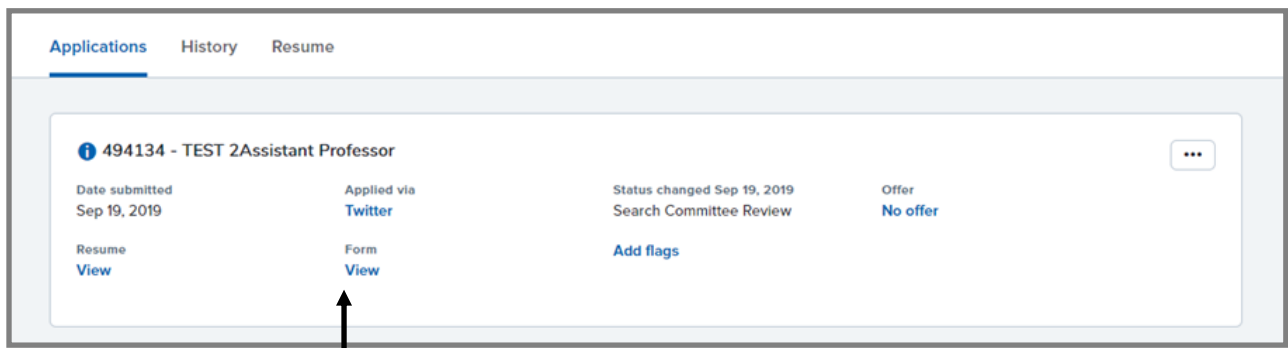
My applicants

| Job number: | | Title: | | Status: | | | | | | | | Clear | Search |
| [   ] | | [   ] | | All ⌄ | | | | | | | | | |

Select ⌄ Requisition Number	Title	Applicant name	Application source	Employee	⌄	Date assigned	Human Resources	Assigned by	Status	Date actioned		
☐ 494134	TEST 2Assistant Professor	Rebekah Moore		🟣		Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Jared Aupperle				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	X man				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Stephanie Norman				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Eileen Moye		😀		Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Molly Madden				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Gregory McGregor				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Jeffrey Flowers				Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application
☐ 494134	TEST 2Assistant Professor	Karen Montana		😊		Sep 19, 2019	UD Talent Link	Karen Montana	Assigned	Sep 19, 2019	Notes	View application

The applicant card will open.
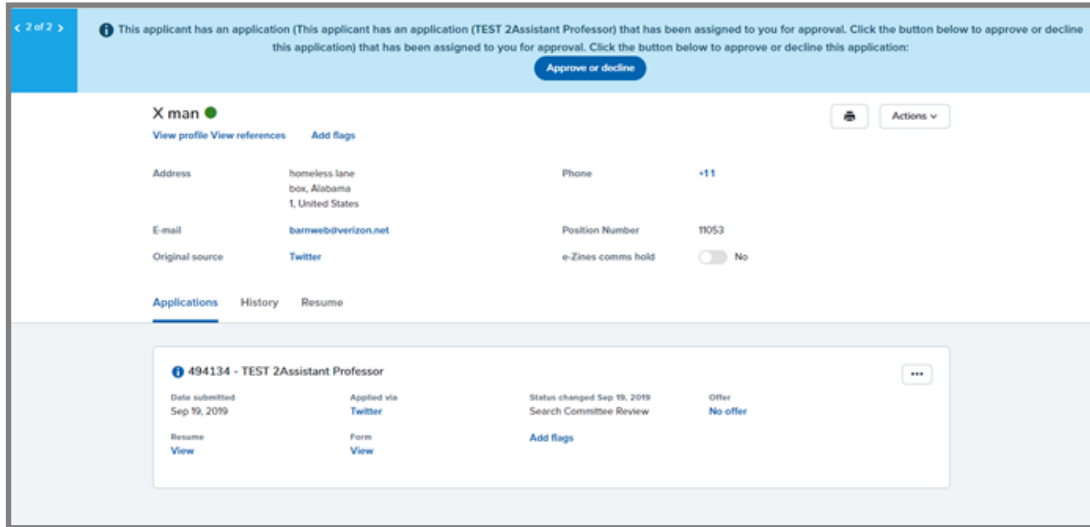
Click on 'View' under the form header.

The applicant card shows the applicant's answers to question on the application form and links to review up-loaded support documents.