

College of Health Professions Faculty Hiring Guidelines


Introduction


The College of Health professions (COHP) is committed to a diverse and inclusive workforce by ensuring an environment of openness and acceptance for all our students, faculty, and staff. We strive to foster a community where people of all backgrounds, identities, and perspectives can feel secure and welcome. The College prides itself on being an equal opportunity employer and treats every job search as an opportunity to demonstrate its commitment to that principle.

Purpose


The purpose of the guidelines is to provide a detailed framework for the steps necessary to conduct an efficient, effective, and successful search. Included are resources to lighten the administrative burdens created by a faculty search and to instill quality measures in the process.

College of Health Professions Hiring Guidelines

Step	Action	Responsible Individual	Notification	Approval
<i>Stage One: Approvals, Posting, and Advertising</i>				
1	Need for Faculty arises	Department Chair or Division Director	--	Dean
2	Academic and Budgetary Justification	Department Chair	Dean	Associate Dean for Faculty Affairs or Associate Dean for Research and Assistant Dean for Finance & Operations
3	Formation of a Search Committee and appointment of a chair for the committee	Department Chair	Associate Dean for Faculty Affairs	Dean in consultation with Associate Dean for Faculty Affairs
4	Development of a Position Description on approved template (Page 6)  Faculty Job Description Template	Department Chair	Committee Chair	Associate Dean for Faculty Affairs
5	The leadership responsible for hiring meets with committee at	Department Chair	Committee Chair	--

	beginning of search process to reiterate selection criteria and provide the charge to the committee			
6	Enter the position and posting information in the Position Create/Change eForm in IRIS.	Assistant Dean for Finance & Operations or Business Manager	Committee Chair	OED
7	Once the position data is transferred into Taleo, OED will modify the posting data.	OED	--	OED
8	OED will review and approve the position posting and post position on HR site	OED	Assistant Dean for Finance & Operations or Business Manager	OED/HR
9	Notify posting of position	Assistant Dean for Finance & Operations or Business Manager	Associate Dean for Faculty Affairs	Committee Chair
10	Meeting with OED for Executive Administrative Searches	Committee Chair	Associate Dean for Faculty Affairs	OED
Stage Two: Applicant Intake, Screening and Interviews				
11	Go into Taleo to download applicant files and CVs into a folder to be shared with Search Committee chair. This is done after initial screening deadline and weekly thereafter.	Assistant Dean for Finance & Operations or Business Manager	Associate Dean for Faculty Affairs	Committee Chair
12	Maintain confidentiality sharing applicant files and CVs with committee members	Committee Chair	Committee Members	--
13	Screening and Evaluating Applicants (paper, phone, video, and airport) using attached guidelines. The Search Committee establishes job-related questions to be asked at the interviews. Click here to view Sample Interview Questions.  General Interview Guidelines and Ques	Committee members	--	Committee Chair
14	<i>Initial Screening:</i> Search Committee chair will	Committee Chair	Associate Dean for Faculty	Assistant Dean for Finance &

	communicate with Assistant Dean for Finance & Operation to update the status of applicants in Taleo.		Affairs	Operations or Business Manager
15	Add notes into applicants file with explanations regarding status changes (i.e. Does not have requisite degree, currently funded, etc.)	Assistant Dean for Finance & Operations or Business Manager	Committee Chair	Assistant Dean for Finance & Operations or Business Manager
16	Before On-Campus Interviews: Search Committee chair will communicate with Assistant Dean for Finance & Operation and/or Business Manager to update the status of applicants whom they would like to move into the primary and secondary pools. Assistant Dean for Finance & Operation must add notes into applicants file with explanations regarding status changes (i.e. Very little experience in specific area, currently funded, etc.)	Committee Chair	Associate Dean for Faculty Affairs	Assistant Dean for Finance & Operations or Business Manager
	Executive Administrative Before On-Campus Interviews: Search Committee chair will communicate with business manager to update the status of applicants whom they would like to move into the primary and secondary pools and upload a Narrative Summary to Share Point that includes the Strengths and Weakness of finalists for OED review.	Assistant Dean for Finance & Operation	Committee Chair and Associate Dean for Faculty Affairs and hiring manager	OED
17	OED will review and approve primary and secondary pools in Taleo.	Assistant Dean for Finance & Operation	Committee Chair and Associate Dean for Faculty Affairs	OED
	Executive Administrative OED will review Narrative Summary and obtain the appropriate signatures and upload to Share Point.	Assistant Dean for Finance & Operation	Committee Chair and Associate Dean for Faculty Affairs	OED

18	Plan interviews and conduct interviews on-campus. (Sample Schedule on page 7)	Committee Chair	Hiring manager	All being interviewed
19	Arrange for food, travel and accommodation	Committee Chair/Department/College Administrative Assistant as appointed by the Chair/Division Director	--	Assistant Dean for Finance & Operation
20	Students, staff, and faculty may evaluate candidates' teaching demonstration and research presentation and provide other <i>electronic</i> feedback about the candidates to the search committee (Page 8)  Candidate Feedback Form.docx	Committee Chair	--	--
21	For finalist candidates only, conduct telephone reference checks (3 for faculty, 5 for Executive Administrative) (Sample questions on Page 9)	Committee members	--	Committee Chair
22	Request from finalist(s) reference letters on letterhead (3 for faculty, 5 for Executive Administrative)	Committee Chair	--	--
23	Evaluate and top candidates (ranking if requested by Chair/Division Director)	Committee Chair	--	Department Chair and Associate Dean for Faculty Affairs/Dean
Stage Three: Final Hiring Procedures				
24	Before Making an Offer: Search Committee will communicate the selected candidate and information regarding offer to the hiring manager	Committee Chair		Department Chair
25	Discuss the offer with the Dean	Department Chair	Associate Dean for Faculty Affairs or Associate Dean for Research	Dean
26	If approved by the Dean, enter	Assistant Dean for	Dean	OED

	information regarding offer into Taleo for OED review	Finance & Operation		
27	OED will review and approve hiring authorization in Taleo and close position	OED	Assistant Dean for Finance & Operation	OED
28	Official offer of employment	Chair/Division Director and Dean	Associate Dean for Faculty Affairs and Assistant Dean for Finance & Operation	Dean
Stage Four: New Employee Checklist				
29	Conclude search and prepare for new faculty member	Department Chair	Assistant Dean for Finance & Operation	Associate Dean for Faculty Affairs
30	Complete Faculty Appointment document and forward to HR and Academic Affairs (checklist on Page 10).	Assistant Dean for Finance & Operation or Business Manager	Associate Dean for Faculty Affairs	Assistant Dean for Finance & Operation
31	Completed Forms submitted to HR and AA	Assistant Dean for Finance & Operation	--	HR and AA
32	Inquire about IT needs and office assignment, etc.	Department/Division Chair	--	Assistant Dean for Finance & Operation
33	Begin orientation process and assign an academic mentor/mentoring team to new faculty	Department/Division Chair	Associate Dean for Faculty Affairs	--
34	Research intensive faculty will be assigned a research mentor team	Division Director, Department Chair, Senior Associate Dean for Research and Graduate Studies	Associate Dean for Faculty Affairs and Senior Associate Dean for Research and Graduate Studies	Senior Associate Dean for Research and Graduate Studies

Job Description Template

The Job Description Template is to be completed, in its entirety, by the respective departments and emailed to the Office of Equity and Diversity for review and posting. The template, with an included institutional message composed by Communications and Marketing, will ensure posting uniformity across departments and required Equal Employment Opportunity Compliance.

Full Job Title (rank, position, specialty, Requisition #)	
Full time or Part time (include percentage)	
Hiring Manager, Assistant Hiring Manager (if applicable)	
Job Description	
Description/duties (specify tenure or non-tenure track)	
MUST SPECIFY IF THIS IS AN INTERNAL SEARCH	
Supervisory role	
Research/Teaching/Patient Care duties	
Basic Qualifications	
Minimum Education	
Required certifications	
Required Licensure	
Departmental/Division Preferences	
Background / Experience	
Specialty and Research Skills/Area of Research/Funding	



College of Health Professions

SAMPLE - Interview Schedule

CANDIDATE NAME

Candidate: RANK and TENURE-STATUS, Department

Monday, April 1, 2019

- 8:15-8:45 Breakfast Meet and Greet– College of Health Professions faculty and staff
College of Health Professions Lobby
- 8:45-9:15 Meet with Chair of Department
- 9:15-10:00 Meet with Program Faculty
- 10:00-10:45 Meet with Dean of College of Health Professions
- 10:45-11:45 Tour of Campus
- 11:45-12:00 Faculty Candidate preparation for presentation
- 12:00-1:00 Candidate Presentation
- 1:00-1:30 Candidate Lunch
- 1:30-2:15 Meet with Associate Dean for Academic and Faculty Affairs
- 2:15-3:00 Meet with Associate Dean for Research and Graduate Studies (*Tenure-track candidates*)
- 2:15-3:00 Meet with Assistant Dean for Finance and Operations (*Executive Administrative candidates*)
- 3:00-4:00 Meet with Search Committee

This is a Sample schedule. Interviews can vary based on nature of the position. Interviews can be 1.5 or 2 days if candidates need to meet potential research mentors and research teams outside or inside the College/Department/Division.

COHP CANDIDATE RATING FORM

Rate each candidate using the following scale: 5= Exceptional; 4= Above Average; 3= Average; 2= Below Average; 1= Unacceptable; N/A

Candidate Name: _____ Position: _____ Interviewer: _____

Relevant Work Experience/ Qualifications: <ul style="list-style-type: none"> ▪ 	Rating:
Communication Skills/Professional Demeanor: <ul style="list-style-type: none"> ▪ Interpersonal skills/Professional Demeanor ▪ Quality of answers and questions ▪ Listening Skills ▪ Ability to interact with a wide diversity of individuals including students, staff and faculty 	Rating:
Knowledge of and ability to discuss role in COHP as defined in job description. Able to describe how skills match job role.	Rating:
Motivation: <ul style="list-style-type: none"> ▪ Position alignment/fit with career growth: How satisfied would this person be with our organization’s mode of operation and culture? Is it consistent with the candidate’s previous work environments and experiences? ▪ Reason for applying consistent with our goals ▪ Has demonstrated career accomplishment and strengths 	Rating:
Teamwork: <ul style="list-style-type: none"> ▪ Ability to work effectively in a complex/decentralized environment ▪ Ability and willingness to support a diverse team and be adaptable ▪ Ability to collaborate ▪ Work history and answers to questions demonstrate high level of initiative & ability to work independently 	Rating:

Comments: (What skills or qualities does this candidate seem to possess that would make him/her successful in dealing effectively with co-workers, faculty, and students; How effective would this candidate be at maintaining stable job performances under pressure (such as handling deadlines, job ambiguity, and opposition?) Strengths/Weaknesses:

Sample Reference Questions

____(Name)____ has applied for the position of Professor, _____ and has provided your name as a professional reference. Would you please take a few minutes to answer the following questions? Thank you in advance for taking the time to answer these questions.

1. How would you rate (name) knowledge/ability in discipline?
2. How prepared was (name)?
3. What can you tell me about your evaluations of (name)?
4. What can you tell me about student evaluations?
5. What strengths did he/she bring to the department?
6. What would be an area that needs improvement or development?
7. What can you tell me about how he/she relates to students?
8. How does he/she work along with faculty?
9. What are some of the college sponsored organizations, committees, etc. in which (name) has participated?
10. Is there any additional information that you can provide to me?

FACULTY APPOINTMENT CHECKLIST							
Name of Faculty:				Department:			
Requested Rank:				Division:	Health Professions		
Appointment Type:				Effective Date:			
ACADEMIC AFFAIRS DOCUMENTS							Date
1	Faculty Appointment Agreement (FAA)/Offer Letter						
2	Letters of recommendation/reference (3)						
3	Curriculum Vitae (UT Format)						
4	Educational Verification (Sent Directly to Dr. Cynthia Russell)						
5	License/Certification Documentation						
6	Personal Data Form						
HUMAN RESOURCES DOCUMENTS							Date
1	Faculty Appointment Agreement (FAA)/Offer Letter (Copy)						
2	Letters of recommendation/reference (3)						
3	Curriculum Vitae (UT Format)						
4	License/Certification Documentation						
5	Personal Data Form						
6	Initial Hire/Rehire Form (PIF)/Personnel Change Form (PCF)						
7	Fair Credit Reporting Act and Disclosure Statement Forms (for background check)						
8	Personnel Change Form (PCF)						
9	Authorization of Disclosure						
10	Designation of Beneficiary						
11	Identification Card Acknowledgement						
12	Payroll Authorization						
13	Invitation to Applicants for Employment to Identify Themselves Disabled						
14	Outside Interest Disclosure Form						
15	Form W-4						
16	Payroll Office Authorization Agreement for Direct Deposit						
17	I-9						
18	Acknowledgment and Agreement Regarding Inventions and Creations						

Sample Communication Letters

Application Confirmation

Name
Address
City, State Zip

Dear Candidate Name,

Thank you for submitting your application for the position of [position title], College of Health Professions at the University of Tennessee Health Science Center.

Your application has been received and forwarded to the search committee. The committee will carefully assess your qualifications for the position. Should there be a match between your skills and our current needs, we will contact you with additional information on our interview process.

We appreciate your interest in this position.

Best wishes.
Sincerely,

Sample Letter for Position Filled – Applicant Not Chosen for Interview

Name
Address
City, State Zip

Dear Candidate Name,

Thank you for your interest in the University of Tennessee Health Science Center and for submitting your application for the (insert job title) position within the College of Health Professions. We especially appreciate the time and effort you put into the application process. The interview pool was very competitive. After careful consideration another candidate has been selected. We do hope that you will pursue future opportunities with the University of Tennessee Health Science Center.

Best wishes.
Sincerely,

Sample Letter for Candidate Interviewed – Not Selected

Name
Address
City, State Zip

Dear Candidate Name,

Thank you very much for taking the time to interview with us for the [position title] position. We appreciate your interest in the College of Health Professions here at the University of Tennessee Health Science Center.

I am writing to let you know that we have selected the candidate whom we believe most closely matches the job requirements of the position.

We do appreciate you taking the time to interview with us and encourage you to apply for other openings at the University of Tennessee Health Science Center in the future.

Again, thank you for your time.

Sincerely,

Sample Letter – Invitation to Phone/Zoom Interview

Name
Address
City, State Zip

Dear Candidate Name,

Thank you so very much for your interest in our [position title] opening. We have completed a round of reviews and are, for the next step in the process, inviting selected candidates to participate in a 30 minute phone/Zoom interview with members of our committee. Our goal is to schedule those conversations on [Date, time].

Please let me know if you are still interested in the position and if you are available to chat during the listed time. If so, we'll confirm and I'll send you a list of search committee members that will be present, and the format for the call.

Again, thanks for your interest in the position and we look forward to chatting with you about the opportunity.

Best,

Sample Letter – Invitation to Campus Interview

Name
Address
City, State Zip

Dear Candidate Name,

It is with pleasure that I extend to you an invitation to visit the UTHSC campus in Memphis on **Date**. You should plan to arrive in Memphis so you can join members of the search committee for dinner on **Date** and then spend a full day with us on campus on **Date**. Please confirm your availability ASAP. We will follow up with you soon to assist with travel and lodging arrangements. Should you have additional questions, please feel free to send them to me.

Best,