A. Introduction

Under Board of Regents Law and University Policy, the campus Affirmative Action Officer is required to monitor and review all hiring processes for compliance with the institution’s Affirmative Action Program and state law. This guideline applies to all full time faculty job titles in the 1100, 1200, 1300, and 1400 job code series, excluding 1309 and 1310 (Professional Research Assistants). It is expected that outreach and recruitment efforts to achieve a diverse applicant pool are followed as outlined in the school, college or administrative unit’s diversity plan.

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C. Search, Selection, and Hiring Steps

Unless specifically noted, all steps are required. ‘Unit’ refers to the school or college in which the position is located. HRMS refers to the university human resources system. Jobs at CU refers to the web based job posting and applicant system. Items underlined in blue are direct links to documents, websites or email addresses.

Pre-Search Steps

*Unit follows School or College processes to initiate search.*

1. HR liaison creates or changes position description in Jobs at CU, changes role to Faculty Positions Approval, and moves status to “all approvals obtained.” See [Jobs at CU User Guides](#) for guidance on creating job description and job posting.

2. Hiring Authority appoints search committee chair and members. Search committee should be developed with a focus on diversity, training, expertise, and experience. Committee may include members outside of the school, college, or university. Search committee develops or reviews job posting and establishes a search plan, timeline, and selection process, including the selection criteria.

Search Committee members must be trained. Training is available online via SkillPort through MY CU Portal at [https://my.cu.edu](https://my.cu.edu). The course title is *Search Committee Training, Recruiting Diverse Talent to the University:* Course code - U00066.

**Note:** It is a best practice for the appointing authority/hiring authority/supervisor to not serve as a search committee member. S/he should meet with the search committee at the beginning of the process to describe the position in greater detail and expectations for the search strategy and process. ([See Supervising/Appointing Authority Charge to the Search Committee](#))

3. Unit creates job posting and identifies search committee members in Jobs at CU and submits to Human Resources for posting. If State funded, unit ensures second level review process is complete and approved before submission of job posting. The unit may also develop specific applicant questions. *Guest User access* is established so the search committee can review the application materials on-line. Automatic feeds to HigherEdJobs.com and InsideHigherEd.com are available via Jobs at CU. Direct Employers also posts all positions on external sites to target minorities, veterans and persons with disabilities by scraping Jobs at CU nightly. Departments are responsible for placing other external postings.

If an [Appointment Type](#) is requested— Unit creates the job posting, checks the “To Be Filled by Appointment Type and adds Appointment Type reason (see section D below) in history section under notes. Upon receipt of appointment type approval from HR, the unit e-mails quicklink to the applicant so the applicant can submit the required documentation. Skip to step 9 below.

Search and Selection Steps

4. Unit places job posting in other media (e.g., Denver newspapers, academic journals) and documents the posting locations in Jobs at CU ‘please list other posting mediums’.
5. Applicants complete application process in Jobs at CU. Jobs at CU will not accept applicants who fail to submit required materials. The system will automatically notify applicants of receipt of application and/or materials.

**Note:** All applicants must be treated consistently throughout the selection process.

6. Search committee members use Guest User password to review applicant materials online or may print out materials.

**Note:** The search Committee must establish written evaluation criteria based on the job description and/or job posting before reviewing application materials.

7. Search Committee evaluates the applications using the selection criteria. As applicants status changes (e.g., not selected, invited to interview, finalist), the unit must document the changes in status in Jobs at CU. Once search is complete, the unit must document the search process in the history/notes section of the posting. Final status for each applicant must be updated before unit recommends an applicant for hire.

8. Unit moves selected finalist to ‘recommended for hire” status in Jobs at CU and submits to Human Resources. Human Resources reviews and closes out posting and designates position as filled in Jobs at CU.

**Note:** Discussions among committee members are confidential and applicants’ materials and status are confidential until they reach the ‘finalist’ level. Search committee members are responsible for maintaining confidentiality of written and electronic materials.

**Hiring Steps**

*Unit follows school or college hiring processes and approval processes to initiate hire. If hire may include tenure, Unit must follow school and campus review and approval processes in addition to the hiring processes.*

9. Once verbal offer is made, finalist must complete and submit the electronic employment Background Disclosure and Authorization Form. HR Liaisons should provide information to the applicant (department HR liaison name, supervisor name, job posting number, job title …etc.) to ensure that the background check authorization form is complete.

10. Once finalist is selected and has accepted, unit prepares a Letter of Offer.

Denver Campus: For appointments with “Professor” in title, the Provost must sign the offer letter once Human Resources (Director of Employment Services) reviews. Once Provost’s signature is obtained, submit letter to Personnel.Matters@ucdenver.edu. For letters where Dean has authority, Dean must sign Personnel Matters Report or offer letter prior to submission to Personnel.Matters@ucdenver.edu.

AMC: The Provost must approve the appointment prior to the effective date for those with “Professor” in title. Please submit Provost’s Personnel Matters Report to Personnel.Matters@ucdenver.edu with supporting documentation (e.g., offer letter). For letters where Dean has authority, Dean must sign Personnel Matters Report or offer letter prior to submission to Personnel.Matters@ucdenver.edu.
11. After approval of Personnel Matters Report, Human Resources forwards approved report to schools and colleges for HRMS approval process.

12. Unit navigates in HRMS to Administer Workforce and completes New Hire.

13. Unit schedules new employee for New Employee Orientation.

14. Unit collects required employment eligibility paperwork including:
   - **Form I-9** (send original to Human Resources Office)*
   - **Employee Self ID Form**
   - Copy of social security card. (Only required if used for Form I-9 documentation.)

   *Form I-9 can be completed at New Employee Orientation if employee attends within 3 days of hire. Otherwise, unit is responsible for the completion of the I-9 Form. If no one in the unit is trained in Form I-9 completion, employee must go to Human Resources Office within three (3) days of hire.

15. Search materials are those records that document the overall search process (e.g., applicant materials, job posting, job posting media, search committee members, search summary statement, writing samples, teaching evaluations, etc.). Any records not maintained in Jobs at CU should be kept by the unit for two years. **Note**: If the search process is unsuccessful, the search may be reopened or job posting may be extended by contacting call Human Resources.

D. Appointment Type Reasons

One of the following reasons must be selected and communicated to HR as part of the request for an appointment type. Please document the appointment type reason in Jobs at CU in the history/notes section.

<table>
<thead>
<tr>
<th>Reason #</th>
<th>Appointment Type Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Qualified candidate is available from a previous search. Job descriptions must be similar. Must include the previous search’s Job Posting/Requisition Number, proposed salary, and a copy of the candidate’s resume in your submission.</td>
</tr>
<tr>
<td>2</td>
<td>Promotional, transfer, or rehire of a current or former University of Colorado employee, affiliate employee or state employee. Provide employee name, EEID# (if CU employee), proposed salary, and a copy of the employee’s resume in your submission.</td>
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E. Other Resources

- School, College, Department, and/or Division Diversity Plan
- University of Colorado Denver Affirmative Action Plan (available in Human Resources Office)
- For additional assistance please email Human.Resources@UCDenver.edu or call 303-315-2700.
- Questions from units or applicants regarding disability are handled by Human Resources at 303-315-2700.