Equality ▲ Validity ▲ Alignment ▲ Clarity

Elements of a successful search

- **Equality**: All applicants should be treated as equally as possible. If you (the search committee member) is wondering, 'Can we do this?' The answer is often, 'If you do it for one, you need to do it for all.' This is one of the reasons we ask standardized questions, invite applicants to the same kind of interviews, rate them by a standardized set of criteria, etc.

- **Validity**: Selection criteria should be based on bonafide occupational qualifications. Therefore, at the University of Maine we use the criteria identified in the Qualifications portion of the Job Ad and or Job Description to screen applicants and as the foundation to create interview questions.

- **Alignment**: The criteria that are found in the Qualifications portion of the Job Ad and or Job Description should be reflected in the documentation of the initial screening, subsequent screenings, in the interview questions and in the characteristics of the successful candidate.

- **Clarity**: The search documentation should be CLEAR. The persons who will review it will not have first hand knowledge of the committee's deliberations. Therefore, the documentation should clearly show a reasonable reviewer the 'rationale for non-selection' for each unsuccessful candidate and the 'rationale for selection' for the successful candidate.

### Terms Guide

- **HRP**: Human Resources Partner
- **RTF**: Request to Fill
- **Job Template**: Job posting that is required before completing an RTF
- **PDQ**: Position Description Questionnaire
- **JD**: Job Description
- **Recruitment Strategy**: How/who/where the department intends to recruit
- **Position Number**: Unique to the position. A regular position will have only one position number associated with it.
# The Hiring Process in Brief

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*Note: The page numbers correspond to the sections in the manual.*
The Hiring Process—In Brief

Once a department receives initial permission to post a vacancy or new position, they should contact HR for further guidance. HR will want to know the following information:

1. What type of hire will this be: Hourly, Faculty, Salary, Post-Doc? Will this be external, internal or a search waiver?

2. Is this a new position or a replacement?

3. Who will be on the search committee?

   According to the Office of Equal Opportunity, the search committee will be diversified to the degree possible, by race, gender, culture, other perspectives, etc. It is the university’s expectation that both men and women will participate on each search committee. If this is problematic, contact the Office of Equal Opportunity.

4. If a salaried positions, are there any changes to the job description and/or position description questionnaire should be made prior to sending them to the HRP.

5. Department HR Liaison, chair, or HR will initiate the RTF for approval. The chair will complete the Recruitment timeline and forward to HR.

   If HR initiates the RTF, a HireTouch Requisition and Posting Template will need to be completed by the department. Please reach out to HR to request this form.

6. Once the RTF has been electronically routed and approved, the department will receive an email indicating the RTF has been approved and the job is ready to be posted. PLEASE NOTE: Departments are responsible for posting position externally.

7. EO Briefing: For all professional and faculty searches, the search chair must meet with Office of Equal Opportunity staff to be updated on equal opportunity and affirmative action issues that pertain to the search being conducted. This meeting must occur before the committee meets to review applications for the position. Please contact OEO to schedule a briefing.

8. Applicants begin to populate within the workflow for the position. HR Liaisons, Search Chairs and Support personnel are the only groups who are able to view the applicants.

9. If the applicant pool is determined to be large enough at the time of the initial review, the posting will be closed. If not, the review date will be extended and the new applicants will be reviewed with the initial pool.
The Hiring Process-In Brief

10. Chair moves qualified applicants forward within the workflow.

11. Any applicants not moved forward should have their statuses changed to DNNM. HR Liaison/Support will send email correspondence to applicants who “Did Not Meet Minimum.” (Rejection screening).

12. The Department Chair and search committee complete the comparative applicant rating sheet (an example of the rating sheet is provided under Resources tab in HireTouch).

14. The Chair will select applicants to be interviewed by selecting the green arrow under evaluations and selecting qualified proceed. Those not being interviewed should be given a status. HR will send rejection notification.

15. Once the selected applicants are identified and approved by the HRP, the candidates can be invited to interview. A green circle will now show under the interview column.

17. Interviews can be done either by phone, skype or on-campus (Please make sure that all interviewees are given the same opportunity to interview). A phone interview adds value by minimally determining the applicant’s true interest. Move applicant’s forward if they have a campus interview.

18. The committee identifies the finalist. Move forward to check references.

19. References are completed. Click on the green circle and choose the appropriate status. This will open the next step of HR approval.

20. The search chair/liaison/Department will initiate the HR Approval form and provide HR with a search narrative (upload document via HireTouch) discussing the rationale for non-selection for each unsuccessful candidate and the rational for the successful candidate interviewed. Essentially, a strengths and weaknesses assessment for each interviewed candidate that would lead the HRP to draw the same conclusion as the search committee.

22. Chair/Department will contact the finalist with a tentative offer. Once the offer has been accepted, email HR to initiate the background screening.

23. A background check will be initiated. Please note, all new employees are required to complete a successful background screening prior to their start date. An appointment letter will not be sent until the results have been received.

24. Appointment letter is generated. The finalist reviews the appointment letter and will accept the position electronically.

25. The Search Chair needs to notify all of the candidates interviewed, but not selected for the position. HR will update the status to “Notified.”
Hourly Hire-
Things to Consider

General hourly job descriptions have been created under the HECCP (Hourly Employee Classification and Compensation Program), but in order to adequately determine what the essential duties are, a task list is required when completing the job description.

Please consider the following:

1. Are there some duties that could be added or eliminated from the existing JD? If so, perhaps class levels need to be adjusted.
2. Does the JD adequately describe what this position is expected to do?
3. Are any changes to the work schedule or work year of this position necessary from a budget or programmatic perspective?
4. Is adequate funding available?
5. Is the need for this position expected to continue into the foreseeable future?
6. Think about the qualifications, educational requirements, certifications and or licensing of the position separate from the qualifications and education of any previous incumbent.
7. Do the described qualifications for this position directly relate to the work that needs to be done?
8. Which minimum qualifications are required? Preferred?

If a search has internal candidates, it is advised that the department contact HR to confirm their employment status.

Per the ACSUM contract: “All internal applicants who meet the stated minimum qualifications shall be interviewed. In the event 10 or more internal applicants apply for a position; those who best meet the preferred qualifications shall be selected for an interview. Internal applicants shall be interviewed before external applicants, assuming internal applicants are available for interview within a reasonable amount of time.”
Whether filling a vacancy or establishing a new position within the department, your department’s HRP will assist and collaborate with you in updating or developing the Job Description (JD) and the PDQ (Position Description Questionnaire). You will be updated as the PDQ is evaluated and the position is assigned to a Job Family and Salaried Employees Classification & Compensation Program (SECCP) Salary Band. All regular salaried positions require a JD and PDQ (except for post doctoral research assistants and interns). The job description will become the basis for setting the qualifications, screening applicants and determining what background checks and/or pre-employment screenings will be required.

Things to consider before you talk with your HRP:

1. Are there some duties that could be added or eliminated from the existing JD?
2. Does the JD adequately describe what this position is expected to do?
3. Could this job be accomplished in less than 7 months?
4. Are any changes to the work schedule or work year of this position necessary from a budget or programmatic perspective?
5. Is adequate funding available?
6. Is the need for this position expected to continue into the foreseeable future?
7. Think about the qualifications and educational requirements of the position separate from the qualifications and education of any previous incumbent.
8. Do the described qualifications for this position directly relate to the work that needs to be done?
9. Which minimum qualifications are required? Preferred?
10. Can experience be substituted for all or part of any educational requirements?
11. Do you anticipate difficulties recruiting a qualified applicant?
12. How will the advertised salary range for this position be described (Required for UMPSA)?
Your assigned HRP will assist and collaborate with you in developing or updating the job description (recommended but not required for faculty positions) and job advertisement. Job descriptions can be helpful in identifying and describing in general terms the nature of the responsibilities, qualifications, and determining what background checks and/or pre-employment screenings will be required. Electronic submission of these documents is required.

Things to consider:

- Which minimum qualifications are required? Preferred?
- Do you anticipate difficulties recruiting a qualified applicant?
- What is your anticipated timeline for beginning the application review? (Consider the deadlines of the recruiting venues proposed in the Recruitment Strategy Form)

The Salary range for a faculty position should fit within the existing departmental salary hierarchy but also take into account market conditions at the time of recruitment. National survey data from similar land grant institutions is available from the Office of Human Resources.
Requesting User Permissions for Departments

In order for those involved in a department’s hiring process and/or search committee, the following information is needed to set up user permissions within HireTouch:

- **Hiring Department’s Name**
- **User Name** (Make sure to provide full legal name - no nicknames please)
- **User maine.edu email** or email of external committee member

Please provide your Human Resources Partner with the above information so they can request user permissions.

Initiate Training of HireTouch

To become more familiar with the process or for a refresher training, please contact the Office of Human Resources at 581-1581 to schedule a support and/or chair training session, a committee training session or a 1:1 training session.
Navigating HireTouch

HireTouch Login Screen

umaine.hiretouch.com/admin

1. Enter your MaineStreet username
2. Enter your password

My Dashboard– Home Page

The Dashboard provides updates, quick access to previously viewed applicants and jobs.

1. To change your dashboard preferences, click on “Display Preferences”
2. To view the list of jobs you have access to, click the “Jobs” tab
Requisition-
Creating the RTF

Please make sure to request user permissions from HR. Please contact Amanda York at amanda.york@maine.edu or Melissa Richmond at melissa.richmond@maine.edu.

1. Go to **umaine.hiretouch.com/admin**
   - Enter Username
   - Enter Password

2. Click **the Jobs Tab**

3. Click **Add Requisition**

4. Find your template within the list of template options. The template will connect the information from the RTF to the job posting.
   - **A. Step 1:** Choose Template and **Click Continue**
   - **B. Step 2:** Verify Correct Template and input Job Code and Job Family Code and **Click Continue**
   - **C. Step 3:** Review forms attached to the Requisition and **Click Continue**
5. Under **Action**, click **Start**

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**Step 1 of 3**

**Request to Fill Standard**

**Job Details** *(STEP 1 OF 3)*

1. Update Position Title
2. Enter all information with the red *

---

**Request to Fill Job Details continued on next page**
Complete the job search details to the best of your ability. If you are unsure who the search chair is, feel free to leave it blank. You can do the same for the search committee.

(The search committee must be diverse with regards to gender)
Step 2 of 3 continued

Search Type:
Please explain why a search waiver is necessary.

External General Recruitment: This section includes advertising in print and electronic media, as well as notices sent to other institutions. It also includes recruitment to be accomplished through professional meetings/conferences and personal contacts. Please be specific.

Affirmative Action Recruitment (this section may not be vacant for administrative, faculty and professional positions with annual salaries in excess of $50,000) This section includes mailings to organizations that reach out to underrepresented groups. As with the section above, it should include all types of recruitment being undertaken. If you have any questions, please contact the Office of Equal Opportunity.

Job ad for external sources (if applicable):

Once completed with Job Search Details, click save and continue. You will be directed to the Compensation and Funding

Form

Request to Fill Standard

Compensation and Funding (STEP 3 OF 3)

1. Job Details | 2. Job Search Details | 3. Compensation and Funding

Position Title: Test Administrative Specialist CL2- OSBE
Position Management Number: 00012365
Department: School of Biology & Ecology
# of Months if not 12: Fiscal Year (12 Months)
Length of Appointment: B22, $13.95/hr
Salary Band/Wage Band and Hourly Rate:
Hiring Range: Provide in $000,000 format:
FTE Salary: This amount is only needed if the position is less than full time or full year (excluding faculty):
Please complete the funding page to include both the accounting ID and the chartfield.

Any additional documents that you would like applicants to complete, feel free to upload in the section provided.

You will be directed to the Approvers page where you will select titles and names of staff that will approve the RTF. To add additional approvers, click Edit Approvers.

Select additional approvers by clicking the title and then clicking on the right arrow. Once you’ve made your selections, click save.
Once you’ve saved the titles, you will be re-directed to the Approvers Page where you can make your selections to choose the names of the appropriate approvers.

Please note, this is an example, if your department typically has research approve or finance, please make those adjustments.

A tenure-track faculty position will require the President’s approval.
Once the RTF is complete, you will receive an email like the one below: (each level of approvers will receive the same email)

Hello,

The Request to Fill for Test Administrative Specialist CL2- OSBE is in need of your approval. Please log into the UMaine applicant tracking system at the following address:

Please login using your UMS username and password.

From a mobile device: https://umaine.hiretouch.com/admin?toapp

From a desktop: http://umaine.hiretouch.com/admin

Approval directions:

- Once logged in, please select the following:
  - Jobs, Test Administrative Specialist CL2- OSBE- 49315.
  - Forms,
  - Approvals.

Click View to review the request.

You may make changes to the Request to Fill by clicking edit.

If you need more information before approving, please contact the hiring department or the Human Resources Partner assigned to this department.

When you are finished with the request, select Approve.

Thank you for your prompt attention to this.

Once the RTF is approved it will be posted externally on the Umained.hiretouch.com website. The chair and support staff will be notified when the position has been posted so that you can make arrangements to post to other resources.
Screening Applicants

The Chair and/HR Liaison /Support will review the applicants for minimum qualifications and move those who meet the minimum qualifications forward so that the search committee will be able to review their submitted materials and rate them accordingly.

*Please note, you will only be able to see submitted/completed applications. Incomplete applications will count toward the number of applications received, however, they will not be accessible to you.*

On your dashboard, you will click the **Jobs** tab and the position(s) that you have permission to view will be populated on your screen. Select the position you want to begin screening applicants. The chair will have access to view all completed applications.

To review the applicant’s documents, click on each applicant’s name or click **OPEN ALL DOCUMENTS**
Screening Applicants

The selected applicant’s record will then appear and you can view demographics, education, employment history, skills, correspondences and their uploaded documents.

To view their documents you can do either one of two things:

1. Select Download Documents under the Actions box. This action will merge all of their documents they’ve uploaded to a PDF where you can view all of them at once.

2. Click on Documents and select an individual document to view.

To return to the Applicant page and change the applicant’s status, click on View Applicants by Job located to the right of the applicant’s record under the Job Details box.
Moving Applicants Forward

Click on the green arrow under the Qualification Screening column and select the appropriate status. For the purposes of moving the candidate forward, select **Qualified Proceed** and click Save. The search committee will now be able to view the qualified applicant(s).

Selecting a status other than Qualified Proceed will prevent the applicant from moving further within the workflow, thus preventing the search committee from being able to view them.

**At this point, HR will send a rejection correspondence to the applicants who did not meet the minimum qualifications.**
Evaluation & Rating

Applicants who have been moved forward will be evaluated using the Comparative Applicant Rating Sheet located under the Resources Tab in HireTouch.

Once the rating sheet is completed, the chair should select the green arrow under COMM EVAL APPS to change the status (moving the applicants forward to the HR Approval stage).

An email is sent to HRP for each applicant who has been selected “qualified proceed” for the interview. The HRP will review the selections and move them forward to the 1st interview column.
Interviews

Once the HRP has moved the applicant forward by approving them for interviews, the department/search chair may proceed with inviting the candidates for interviews.

Upon the conclusion of the interviews, please select an appropriate status for each candidate interviewed under the 1st Interview Column.

Select the most appropriate option. The selection will populate the Status column of the applicant workflow and SAVE.
References

You moved the finalist forward to the reference stage. Please make sure to follow up on the references provided by the finalist and forward the questions and answers to HR to be uploaded into the search record.

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Final narrative process for [[Job Title]]

Hi,

Now that you have completed your campus interviews and checked references, you need to complete the HR Approval Form. This form will provide us a narrative of your search process. You will also upload any supporting documents.

Please click on the green arrow under HR Apv and then "start" the HR Approval Form.

Once your finalist has been approved, you will be notified via email.

Sincerely,

Employment at UMaine
Once the documents are uploaded, please fill in your name and date the submission for approval. Selecting submit will prompt an email to be sent to HR alerting them that they need to review the HR Approval Form.

Enter the candidate's name in the box provided. Below, upload all of the documents required above. Providing this information during this stage of the hiring process is helpful in getting the background screening initiated and the finalist hired sooner.
While screening applications, HR encourages rejection correspondences to be sent to those who “did not meet minimum” requirements. To do this:

1. Select those identified as DNNM by clicking on the box to the left of their name.
2. Click on **Bulk Actions**
3. Select **Rejection Letter Screening**
4. An email template will appear on your screen, click **Send to all**

*(Repeat steps 1-2 and select **Rejection Letter-Post Interview** to send to applicants who were interviewed, but not selected.)*
Finalizing the Search

1. Search committee has identified a finalist
2. References were done and approved
3. HR Approval form was completed and required search documentation has been uploaded
4. Finalist was reviewed and approved by HR
5. Tentative Offer has been initiated
6. Chair follows up with HR to confirm candidate accepted tentative offer and gives desired start date and salary
7. HR initiates background screening and/or post-offer physical
8. Rejection letters have been sent to those who were not interviewed (rejection letters screening)
9. Rejection letters have been sent to those interviewed, but not selected (rejection letters-post-interview)
10. HR will send the appointment letter to the finalist
11. Department will prepare the employee onboarding process
Roles & Responsibilities

**Hiring Department-** Upload into HireTouch: The search narrative, interviews and search notes—attach the document to the position within search record.

**Hiring Department-** Rejection letters/notices should be sent at this time for those who were screened.

**Hiring Department—** Tentative Offer: *Any communication to the prospective employee must make it very clear that you are recommending his/her appointment or extending a tentative offer of employment. Board of Trustee policy requires that each new employee receive an appointment letter with general information regarding the terms and conditions of employment. This official offer of employment comes from the University of Maine President or the Vice President for Human Resources.*

**For Faculty Positions:** The tentative offer letter should be reviewed by the HRP and the department’s Business Office prior to being sent to the finalist.

**Human Resources:** Initiates background checks, physicals, and screenings with a candidate. Once the screenings are successfully completed, the HRP will contact the employee with a tentative offer and establish a start date. The official start date for a regular employee should allow enough time for the HR review. Please note that the official job offer comes in the form of an appointment letter to the candidate from Human Resources.