

Hiring Procedures for Faculty

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All forms referenced within the Hiring Procedures Manual are available on the [Faculty Resources](http://www.westga.edu/vpaa/facultyresources) web page at <http://www.westga.edu/vpaa/facultyresources>, and the Academic Affairs website at http://www.westga.edu/vpaa/index_17562.php.

Hiring Procedures

SECTION I: Procedures for New Full Time Faculty Appointments

Faculty recruitment is the primary responsibility of the dean or director and the department chair. The department chair and the dean or director identify each position to be filled and agree on competencies required, salary range based on the Classification of Instructional Programs (CIP) code of the field, and if the position is to be tenure track. Policies are identified in the [Faculty Handbook](#), Sec. 101, Appointment, as well as the hiring procedures of the respective college or library, also govern appointment activities. Departmental faculty should take an active role in identifying possible candidates for positions.

At the beginning of each academic year, the Provost and Vice President for Academic Affairs will review and approve all faculty positions that will be searched for during the current academic year based on submissions from the deans' offices. Once the approval to search is granted by the Provost and Vice President for Academic Affairs, the Critical Hire Vacancy Form must be submitted and approved as required by the State of Georgia Office of Planning and Budget.

A. Search Committee

A search committee, selected by the faculty of the department according to the college's guidelines, will have the responsibility of making a recommendation for an appointment. The committee's chairperson shall be responsible for keeping an accurate record of the search process and procedure. The chairperson is also responsible for timely notices to candidates of the receipt of their applications and notices of rejection. The process begins with the initiation of the Applicant Clearinghouse form.

B. Applicant Clearinghouse Form and Applicant Data Sheet

Prior to advertising, the department must initiate an Applicant Clearinghouse form for all full time, benefited positions. Instructions for the Applicant Clearinghouse form are included on the [Faculty Resources](#) webpage. The department completes the Position Vacancy Announcement, forwards the original to the Applicant Clearinghouse Coordinator in Human Resources, Vicky Pollard, and retains a copy for their file. This must be done prior to advertising so that the vacancy can be filed with the University System of Georgia.

Applicant Data Sheets and postage paid envelopes, obtained from Human Resources, must be mailed to each person applying for a position. Place posting number assigned to the position in the upper right hand corner on the Applicant Data Sheet and photocopy as many of the Applicant Data Sheets as needed to send to each applicant. The information gathered on these sheets will be used to complete the Affirmative Action Checklist, which is required after the position is filled.

C. Advertising

1. Placement: A new position should be placed on the Human Resources job listing found at <http://www.westga.edu/hrpay/>. A description of the proposed publication where the position will be advertised, and the costs associated with the advertisement, should be developed by the dean or director and department chair in accordance with AA/EEO guidelines. Ordinarily, the advertisement will be placed in such profession-wide publications as the *Chronicle of Higher Education* or *Inside Higher Education*. The Provost's office requires all full-time tenure track positions be placed in at least one national publication, such as the *Chronicle of Higher Education*. The position posting must state the position title, job description, job requirements, and location of the employer in order to

ensure compliance should you file for permanent residency on behalf of the candidate should they not be a US citizen. In addition, the advertisement may be placed in job lists of professional publications for the field and other media that have potential for reaching culturally, ethically, and racially diverse groups.

2. **Wording:** Colleges are encouraged to use display ads to advertise for several vacancies at one time. The ad should be kept to the concise essentials: field, rank, required and preferred qualifications, brief job description and requirements, salary range (if desired), starting date, application deadline, contact person, AA/EEO indication “*Affirmative Action/Equal Opportunity Institution,*” and background check statement: “*Please be advised that should you be recommended for a position, University System of Georgia Board of Regents policy requires the completion of a background check as a prior condition of employment.*” Position announcements should include a statement about when the review process will begin.

To fulfill immigration requirements, an ad must contain, at minimum, the following: job title, job requirements, brief job description, and name and location of the employer (i.e., “The University of West Georgia, small town setting 50 miles west of Atlanta”). If the search committee or chair is unclear whether their ad will fulfill immigration requirements, please contact the Office of Human Resources prior to posting the ad.

3. **Cost:** Please limit the extent and cost of advertising to that necessary for securing a reasonable pool of applicants. Display ads should be used only for a major position, or for several positions. Approval for all advertisements should be obtained from the respective dean’s office prior to submission.

D. Applications

All applications must be acknowledged when received (a sample acknowledgement letter is found on the [Faculty Resources](#) webpage). This notice should accompany the Applicant Data Sheets.

E. Interviewing

1. The department or search committee chair should assemble applications and other documents and seek advice from department members concerning candidates for interviews. After preliminary evaluations have been made, including telephone inquiries, the leading candidate(s) should be brought to the campus for interviews with the department chair, dean or director, and members of the department. In the case of major appointments such as a department chair, a meeting with the Provost and Vice President for Academic Affairs and other appropriate administrators should be arranged. Please contact the Provost’s office *prior* to making these appointments.
2. Review the “[Do’s and Don’ts of Interviewing](#)”.
3. Candidate interviews should be limited to *no more than* three candidates for regular tenure-track faculty positions, or five for department chairs, unless the candidates should turn out to be unacceptable. One or two interviews might be sufficient if the candidates are clearly superior. Interviewing should be limited to one day –except in cases where a Saturday night’s stay can significantly reduce airfare and provide the candidate with a free day for touring the area.
4. Each candidate must make their own arrangements for airline travel; however, this expense will be reimbursed to the candidate. The department or search committee chairperson should encourage the

candidate to purchase as low a fare as possible. Travel arrangements, in most cases, should be made well enough in advance to allow for discount fares. Arrangements should be made to pick up the candidate from the airport. The Provost's office does not reimburse travel to the airport for this purpose.

5. Each candidate interviewed must complete the [Authorization Form for Consumer Reports](#) and mail this directly to Human Resources. Human Resources will hold the forms until a hiring decision has been made and paperwork is in process. Once the hire is complete, the remaining applicants' background consent forms will be shredded. The Background Investigation Policy and Procedures can be found at http://www.westga.edu/hrpay/index_13857.php.
6. If the search committee wants to interview a candidate who is employed by an institution within the University System of Georgia, the chairperson must notify the Provost's office. According to [Board of Regents' policy manual](#), section 8.3.3.1 – Intrasystem Recruitment, the President will notify the president of the employing institution before an offer is made to a faculty member or principal administrator of another USG institution. When a formal offer is made, the letter shall include a statement to the effect that acceptance can be made only after all contractual obligations have been fulfilled.

F. Selection of Candidate

The search committee presents its recommendation to the department chair. In the case of a department chair appointment, the search committee forwards a recommendation to the dean. Refer to the [Faculty Handbook](#), Section 101.0104, Appointment Considerations, and 101.0105, Determination of Appropriate Rank. Minimum criteria for rank are addressed in Section 101.02. See Section I of this manual for information on appointments of deans or directors.

Following selection of a candidate for a position, the department chair should forward to the dean a dossier including the following information:

- Authorization for Employment
- Résumé
- Draft of Letter of Offer
- Affirmative Action Checklist
- Applicant Clearinghouse form
- Copy of transcript of highest degree
- Advance Data for Banner

1. Authorization for Employment (ATE)

A sample of the ATE form can be found on the [Faculty Resources](#) webpage. Please keep the following requirements in mind when completing the ATE:

- a. If a faculty member is being recommended for a one year appointment, indicate "Temporary" on the ATE, as well as "Limited Term" in the title.
- b. Include relocation reimbursement amount, if applicable, as well as the source of funding for relocation reimbursement.

- c. Probationary credit, if applicable.
- d. Contingencies of employment, if applicable, such as completion of a terminal degree by a certain date.

After careful review and approval, both the chair/director and dean will sign the ATE and forward it, along with the other required documents, to the Provost's office for Academic Affairs Budget approval. Once the Provost's office has reviewed the ATE for accuracy, the dossier is forwarded to the Budget office for approval. Once the Director of Budget Services has approved the Budget, they will return the dossier to the Provost's office for credentialing and approval of the Provost and Vice President of Academic Affairs. After all signatures are complete, the original documents are sent back to the dean's office, and the formal letter of offer is sent to the candidate.

2. Advance Data for Banner

This form, when sent up with the Authorization for Employment (ATE), will allow early input of the faculty member's information in Banner. This is important so that the Registrar's Office can assign courses to specific faculty so that faculty may retrieve class rolls at the beginning of the term. If the course is assigned to "Staff", it is impossible to retrieve class rolls.

3. Probationary Credit

According to [BOR Policy Manual section 8.3.7.4 – Award of Tenure](#), A maximum of three years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Persons who have taught full-time at another institution should, early in the interview process, be made aware of the possibility of transferring probationary credit toward tenure. If probationary credit is to be offered, it must be indicated on the Authorization for Employment (ATE) for approval by the Chair, Dean, and Provost, as well as in the Letter of Offer. Probationary credit cannot be given after the faculty member is employed.

4. Tenure on Appointment

On rare occasions, a candidate may be offered tenure on appointment. Only candidates with outstanding and demonstrable national reputations will be eligible for consideration and, according to [BOR Policy Manual section 8.3.7.4 – Award of Tenure](#), "such recommendations shall be granted only in cases in which the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the Chancellor (BoR Minutes, August 2007)." Contact the Office of the Provost and Vice President for Academic Affairs *prior* to offering tenure on appointment.

5. Contingencies

If the candidate will soon complete the appropriate terminal degree, the employment offer may be made contingent on completing the degree. The details of the contingency must be clearly stated on the Authorization for Employment and in the Letter of Offer. If the rank and salary are to be reduced if the degree is not completed, this must be stated in the letter.

G. Letter of Offer (sample letters for Full Time, Temporary, and Part Time found on the [Faculty Resources](#) webpage)

The letter of offer must include the following information:

1. Rank.
2. Relocation reimbursement amount, if applicable.
3. Beginning date of employment and, if the position is temporary, the position end date.
4. The salary for the academic or fiscal year.

5. Contingencies, if applicable, such as obtaining a degree by a certain date.
6. Probationary Credit, if applicable.
7. The clause, "This offer of employment is contingent upon completion of a background investigation including a criminal background check demonstrating your eligibility for employment with the University of West Georgia, as determined by the University of West Georgia in its sole discretion, confirmation of the credentials and employment history reflected in your application materials and, if applicable, a satisfactory credit check."
8. Reference to the Faculty Handbook.
9. Requirement to complete the Employment Eligibility Verification Form (I-9) in the Human Resources prior to beginning work, as well as instructions for non-resident aliens to provide appropriate INS documentation.
10. Request for the candidate to sign the letter indicating his or her acceptance of the offer and for the candidate to return that letter to the dean's office within 10 days.

When the approved Authorization for Employment (ATE) form is returned to the dean's office, the formal Letter of Offer may be mailed to the candidate along with a Security Questionnaire.

H. Relocation Policy - http://www.westga.edu/hrpay/index_13860.php

1. Relocation expenses for new tenure track faculty and salaried staff may be provided if funds are available in the department or college budget.
2. Relocation reimbursement is limited to \$1,000 or 2% of the salary, whichever is greater.
3. Relocation amounts must be included in the Authorization for Employment as well as the Letter of Offer.
4. A copy of the Relocation Expense Policy must be mailed to the candidate along with the letter of offer.

I. Administrative Appointments

For dean appointments, the President shall appoint a search committee (Faculty Handbook, Section 101.0101). The search committee will place the appropriate advertisements following the same procedures as for regular faculty positions. When the search committee has determined the candidates, typically five, to bring to campus for an interview, the chair of the committee submits a list of such candidates through the Provost and Vice President for Academic Affairs to the President. The President approves the list of those candidates to be interviewed. After the interviews, the chair of the search committee submits a list of at least three candidates in *unranked* order through the Provost and Vice President of Academic Affairs to the President. The list should include a discussion of each candidate's strengths and weaknesses. The files for the three candidates should contain a memo stating:

1. Recommendation for probationary credit or tenure upon appointment.
2. Appointment date.
3. Official transcripts.
4. Completed Affirmative Action Checklist.
5. Completed Applicant Clearinghouse Form.
6. Three letters of recommendation.

The Provost and Vice President for Academic Affairs ascertains by telephone whether the preferred candidate is willing to accept the position.

J. Completion of Paperwork for Regular Faculty

1. After the original Letter of Offer is accepted, complete the following steps:
 - a. Mail a memo to the Benefits Counselor with information about the new hire.
 - b. Send letters of regret to all candidates not chosen for the position.
 - c. Complete Affirmative Action Checklist from information gathered in the Personal Data Sheets sent back from the candidates.

2. Collect the following documents and forward to the respective dean's or director's office. All documents should be together before sending the hiring packet on to the next level:
 - a. [Academic Affairs Process to Hire New Faculty form](#)
 - b. Advance Banner Sheet
 - c. Personnel Action Request (PAR)-complete set
 - d. Budget Amendment, original
 - e. Authorization for Employment (ATE), original
 - f. Letter of Offer, original
 - g. Security Questionnaire, original, notarized
 - h. Affirmative Action Checklist, original
 - i. Applicant Clearinghouse form (completed)
 - j. 3 letters of recommendation (original or electronic copies with signatures)
 - k. Résumé /Vitae
 - l. Official original transcripts for every degree and any additional coursework (electronic copies are acceptable *if* they are sent through an agency such as the National Student Clearinghouse or directly from the Institution).

After the dean's or director's office checks the documentation for accuracy and completeness, the hiring packet is sent to the Provost's office. The candidate's information will be entered into the faculty reporting system and all of the original paperwork remains on file in the Provost's office.

If any of the required items are missing, submitted after deadline, or sent to Payroll or Budget Services before they are sent to the Provost's office, payment may be delayed.

Persons hired for the first time must also complete an Employment Eligibility Verification Form (I-9) in the Human Resources and Payroll Office, prior to work commencing.

K. Record Keeping Requirement

All search records, including applications and résumés, must be kept by the recruiting unit for 4 years after the search is completed. For more information, refer to the University System of Georgia Records Management and Archives webpage - http://www.usg.edu/records_management/.

SECTION II: Temporary Full Time Faculty

A. When an offer is made to hire a faculty member for a one-year appointment the following documentation is required:

1. Mark "Temporary" on the Authorization for Employment (ATE) form.

2. Include “Limited Term” in the title.
3. Clearly state the temporary nature of the appointment in the letter of offer.
4. Submit all other paperwork required for regular full time faculty, including the Affirmative Action Checklist and the Applicant Clearinghouse Form.

B. Non-Renewal Process

Limited Term faculty will be issued a letter of termination at least three, six, or nine months prior to the expiration of their contract, according to the [Board of Regents Policy Manual section 8.3.4.2. – Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor](#) and [Faculty Handbook](#) section 102.0202 – Notification. Benefits for temporary faculty end with the contract expiration.

You may choose to renew a temporary faculty or rehire them after a termination letter has been issued. For those temporary appointments that are non-renewed and rehired, submit a new 1) Authorization for Employment 2) letter of offer, and 3) Personnel Action Request (PAR) to reinstate their position. If these steps are taken prior to the expiration of the contract, benefits will continue.

SECTION III: Procedures for Hiring Part Time Faculty

A. Part-Time Faculty

1. Department chairs initiate requests to hire part-time faculty.
2. Paperwork requirements for new part-time faculty is the same as for full-time faculty, except for the Applicant Clearinghouse form and the Affirmative Action Checklist.
3. Include total course(s) scheduled on the ATE, as well as the total Standard Hours Worked according to the chart below for Affordable Care Act compliance:

Contact Hours per Week	Class room/ Contact Hours	Prep/ Grading	Office/ Meeting Hours	Standard Hours Worked	FTE/ Effort
1 Contact Hour	1	1.25	0.5	2.75	0.07
2 Contact Hours	2	2.5	1	5.5	0.14
3 Contact Hours (e.g. 1 course)	3	3.75	1.5	8.25	0.21
4 Contact Hours	4	5	2	11	0.28
5 Contact Hours	5	6.25	2.5	13.75	0.34
6 Contact Hours (e.g. 2 courses)	6	7.5	3	16.5	0.41
7 Contact Hours	7	8.75	3.5	19.25	0.48
8 Contact Hours	8	10	4	22	0.55*
9 Contact Hours (e.g. 3 courses)	9	11.25	4.5	24.75	0.62*
10 Contact Hours	10	12.5	5	27.5	0.69*
11 Contact Hours	11	13.75	5.5	30.25	0.76**
12 Contact Hours (e.g. 4 Courses)	12	15	6	33	0.83**

4. Indicate in the Letter of Offer that the offer is “conditional based on enrollment in the course(s)”.
5. Each subsequent semester that the part-time faculty person is hired, an Authorization for Employment, Letter of Offer, Personnel Action Request, and budget amendment are required. If the prospective part-time faculty member’s course is cancelled, a second PAR must be submitted canceling the action requested on the first one. No compensation will be paid in such instances.

B. Retired Faculty

Employment Beyond Retirement

1. Retired faculty are eligible to teach one month after their effective date of retirement.
2. According to [8.2.8.3 – Employment Beyond Retirement](#), retirees are limited to;
 - a. Less than half the time of a full-time faculty member and,
 - b. At a salary of no more than 49% of the annual benefit-based compensation amount that he/she was earning at the time of his/her retirement, *or* the average full-time salary for a comparable position.
3. A [TRS Employment Verification form](#) is required for approval through TRS prior to the retiree commencing work. Every April the Provost's office will send a reminder to submit TRS form in time for the following academic year part-time employment. The Provost's office will then submit the TRS forms to Human Resources to obtain TRS approval, of which can take up to 30 days from the time of submission to TRS.
4. The Authorization for Employment (ATE) form, listing the retiree's retirement company (TRS, ORP, ERP, etc.), must be submitted to the Provost's office along with the letter of offer. An offer may not be extended to the retiree until TRS is obtained. The salary must be consistent with the retiree's work commitment.
5. PAR approval through the President is required for reemployment of a retiree.

C. General Policies

1. Hired on a per semester basis, part-time faculty members may teach an average of less than 30 hours per week over the academic year, based on contact hours (see conversion chart in section III A).
2. Teaching expectations for part-time faculty are the same as those for full-time, though part-time faculty are not responsible for all the instruction-related duties expected of full-time faculty.
3. Part-time faculty are provided the same teaching support services provided to full-time faculty, including secretarial help, library privileges, parking, etc.
4. Part-time service is not creditable toward tenure.
5. Part-Time faculty may be considered "temporary" or "regular", according to the criteria set forth in [BOR Policy Manual – Human Resources Administrative Practice Manual: Classification, Compensation, and Payroll](#):
 - a. Temporary:
 - i. Non-benefits eligible.
 - ii. Do *not* have an expectation of long-term employment.
 - iii. May not exceed a total of 1300 hours worked in a 12-consecutive month period *or* 12 consecutive months worked without a break in service of at least 26 weeks, whichever comes first.
 - iv. All hours worked throughout the USG system count toward the 1300 hours worked limit.

- v. May be separated at any time for any reason without notice and either the employer or the employee can end the employment relationship. Such a separation is not grievable or subject to appeal.
 - vi. Employed on a short term basis through written appointment and are not employed on an academic year contract. If they are employed for more than one consecutive semester for 30 hours or more, except when the Academic semester is combined with Summer semester immediately preceding or following the Academic Semester, they shall be employed as “Regular” faculty.
 - vii. Part-time faculty cannot be paid travel expenses for teaching courses on campus (nor can full-time faculty). For teaching off campus courses, they can claim travel expenses up to the distance from the campus to the teaching site.
- b. Regular:
- i. Employed on a continuous basis and the duration of employment may also be defined by agreement, contract, term, and/or restricted funding source(s).
 - ii. Employee may be eligible for partial benefits, or full benefits, if hours worked equal 20-29 hours per week, or 30+ hours per week, respectively.
 - iii. Non-benefits eligible if hours worked are less than 20 hours
 - iv. Eligible for leave accrual and retirement at .5 FTE and above.
6. Under the Affordable Care Act, a reasonable method of crediting hours for part-time regular and part-time temporary faculty may be used to determine healthcare eligibility. The University System of Georgia has determined that a reasonable method for converting credit hours or contact hours to standard hours worked is 1.25 Prep/Grading hours + .5 Office/Meeting hours per each Classroom/Contact hour per week ($2.75 * \text{total contact hours/credit hours}$ – see conversion chart on page 8).

D. Adjunct Faculty

Adjunct faculty are those who teach with no compensation. Such faculty are usually current University of West Georgia non-faculty employees teaching as part of their regular duties. The following documents are required to hire adjunct faculty:

1. Authorization for Employment (ATE) form
2. Letter of Offer
3. 3 letters of recommendation
4. Résumé/Vitae
5. Official transcripts

When rehiring an adjunct faculty member for which you already have transcripts, letters of recommendation, and resume/vitae, an ATE and letter of offer are required. A PAR is not required since the faculty member earns no additional income for their teaching responsibilities.