

Revised 2/15/2012

Overview of Hiring Paperwork Procedure for Full-Time (Non-Adjunct) Faculty

This procedure outlines the paperwork process for new full-time faculty hires and faculty reappointments. **It is applicable to both tenure-track faculty and non tenure-track faculty of all types (Clinical, Visiting, etc.). Adjunct faculty are not included in this procedure; please see a separate procedure posted on the Finance & Operations and Academic Affairs web sites.**

The decision to bring on a new hire or to reappoint current faculty is made through the campus budget process, jointly by the Academic Unit (AU), the Vice Chancellor for Academic Affairs (VCAA), and the Vice Chancellor for Finance & Operations (VCF&O). All new appointments and reappointments must be discussed and receive verbal funding approval before the actual paperwork process begins.

Position Request Form (PRF) and Justification Documentation

Once a new position or reappointment has been approved in principal by the VCAA and the VCF&O, the AU should contact Vancouver Human Resources (HR) or Finance and Operations (F&O) to seek guidance on how to fill out the PRF and complete the justification documentation. Guidelines for budget approval and funding can be complex. Vancouver HR and F&O stand ready to assist the AU's with this important step in the process.

In this procedure we have provided a fair amount of detail on how the PRF and other paperwork navigate the system within HR, F&O, and AA. This is done to provide an understanding of how the process flows.

Faculty Search Process

This procedure is not intended to cover the Faculty Search Process, which has its own complex set of procedural and documentation requirements. **Please review the accompanying document “Steps in the Faculty Search Process 2010-11” for details on this stage of the hiring process.** Questions regarding faculty searches should be addressed to the Vice Chancellor for Academic Affairs.

Standard WSU Offer/Reappointment Letters

The University requires the use of standard Offer/Reappointment Letters. The templates for these letters can be found at [NewHire](#). The letters are to be employed as follows:

- For New Tenured Faculty, use the “Tenure Faculty Offer Letter”.
- For New Tenure-Track Faculty, use the “Tenure-Track Faculty Offer Letter”.
- For New Non-Tenure-Track Faculty, use the “Temp, Non-Tenure Faculty Offer Letter – Regional Campus”.
- For Clinical Non-Tenure Track Faculty, use the “Clinical Faculty Offer Letter – Regional Campus”.
- For Reappointments of Non-Tenure Track Faculty, use the “Renewal of Appointment for Temp, Non-Tenure Faculty – Regional Campus”.
- For Visiting Faculty, use either the regular or USDA version of “Visiting Scholar or Adjunct Faculty Offer Letter”, depending on whether the scholar is funded by the USDA or not. **Note: This letter is NOT to be used for**

adjuncts. The letter to use for adjuncts is the one called “Lecturer/0200” under the “Temporary, Non-Tenure Faculty Offer Letter – Regional Campus” tab.

Each type of Offer Letter will require a certain amount of customization, depending on the situation. AA will provide guidance in this regard. Therefore, AU’s should first send a preliminary draft of the letter to the VCAA for review.

Non Tenure-Track Faculty appointments and reappointments require the signature of the Academic Director, Vice Chancellor for Academic Affairs, and the Department Chair (in that order).

Tenured and Tenure-Track Faculty appointments must be signed by the Academic Director, Vice Chancellor for Academic Affairs, Chair, Dean and Provost (in that order).

Make sure all appropriate signature lines are on the letter. Once the letter is finalized and the Academic Director has signed it, it should be forwarded to AA along with a mailing envelope showing the department’s budget code in the upper left hand corner.

Once the Offer Letter has been signed by Vice Chancellor for Academic Affairs, AA will forward it to Pullman (or the appropriate campus) for any higher level signatures required. AA will be responsible for tracking the letter, making sure it is mailed (or hand-delivered) to the faculty member, and making copies of the fully-executed letter for Pullman HRS and anyone else requiring it.

Terminations

Faculty with temporary appointments must be notified by letter as the end of their contract approaches, even if it is anticipated that they will be reappointed. The length of notice varies depending on the length of employment. Pullman HRS provides templates for this and other types of termination situations at this link:

[Termination Letters](#)

The Academic Units should create reminders to generate the required termination letters at the appropriate intervals. Once a termination letter has been signed by the Academic Director, it should be forwarded to AA for signature by Vice Chancellor for Academic Affairs. AA will be responsible for mailing the letter to the faculty member and making copies for HRS Pullman and others who may require it.

Official Faculty Files for the Vancouver Campus

AA will maintain the official faculty files for the Vancouver campus and will comply with retention policies as set forth by the University for the “Unit” level. AA will therefore maintain originals of certain key documents, such as the Offer or Reappointment Letter, the CV, and the Official Transcript. AA will also be responsible for providing Pullman HRS with copies of any faculty documents they require (with the exception of W-4, Direct Deposit, and electronic I-9 information, which must be provided directly to Pullman Payroll by the AU).

AU's are free to maintain files on each faculty member. **However, due to privacy of information requirements, AU's must never maintain any hard copy I-9, W-4, or Direct Deposit information in their files.** AU's may request copies of fully-executed Offer or Reappointment Letters and Official Transcripts from AA.

Forms and Documents

Some of the forms and documents involved in faculty hiring and reappointment are listed below. The retention protocol for each document is specified. The template for the Position Request Form (PRF) is provided on the Finance & Operations web site at [F&O Information and Forms](#).

| Document | Hard Copy Original | Copy | Frequency |
|---------------------------------------|--|--------------------------|----------------------------------|
| Position Request Form (PRF) | F&O | HR | Per appointment or reappointment |
| Personnel Action Form (PAF) | Faculty | | Same as PRF |
| Offer/Reappt. Letter | AA | HRS-Pullman F&O HR | Same as PRF |
| CV/Resume | AA | HRS-Pullman | Initial hire |
| 3 Letters of Recommendation | AA | | Initial hire |
| Official Transcript of Highest Degree | AA | | Initial hire |
| I-9 Documentation | ELECTRONIC | | Initial hire or as required |
| W-4 | Payroll-Pullman | | Initial hire |
| Direct Deposit (optional) | Payroll-Pullman | | Same as above |
| "List of Acceptable Documents" | List given to new faculty hire for I-9 information purposes. | | |

Step-by-Step Hiring Paperwork Procedure for Full-Time Faculty

Revised 2/15/2012

Academic Unit: Initial Steps

| # | New Hire - TT or NTT | Reappointment of NTT Faculty | Important Notes |
|----|---|------------------------------|---|
| 1. | Need for new or replacement faculty is determined through the campus budget process. | Same. | Academic Unit (AU) works in collaboration with Vice Chancellor for Academic Affairs (VCAA) and Vice Chancellor for Finance & Operations (VCF&O) to make this determination. |
| 2. | Position Request Form (PRF) and Justification Documentation are completed and sent to Human Resources (HR). | Same. | AU should contact HR prior to sending in the paperwork to receive guidance on how to complete the PRF and Justification Documentation. |

Human Resources/Finance & Operations/Academic Affairs: Review and Processing of PRF

| # | New Hire - TT or NTT | Reappointment of NTT Faculty | Important Notes |
|----|---|------------------------------|--|
| 3. | HR enters data into Position & Travel Exemption Request System (PTERS), documents PTERS number on PRF and routes PRF to Finance & Operations (F&O). | Same. | If the appointment or reappointment is exempt from Provost approval, HR indicates this on the PRF. |
| 4. | F&O verifies correct funding and start-up as discussed with VCAA. VCF&O approves PRF in PTERS, signs PRF and sends to it to VCAA for signature. | Same. | |
| 5. | VCAA signs PRF and returns original to F&O. | Same. | |
| 6. | HR tracks request in PTERS and once approval is received, notifies F&O, Academic Affairs (AA), and AU. | Same. | |

Academic Unit: Search Process and Final Candidate Selection

| # | New Hire - TT or NTT | Reappointment of NTT Faculty | Important Notes |
|----|--|------------------------------|---|
| 7. | Once notified of approval by HR, AU begins the Search Process. | NA | <i>The Faculty Search Process is a separate process involving its own set of procedural and documentation requirements. Please review the attached "Steps in the Faculty Search Process" for specific instructions.</i> |

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|----|---|---|--|
| 8. | Once a candidate is selected, AU prepares packet containing candidate's CV and 3 Letters of Recommendation, plus Offer Letter and envelope with budget code above return address. | Once notified of approval by HR, AU prepares Reappointment Letter and envelope with budget code above return address. | Letters of Recommendation - These must come from professionals in the field or faculty (at WSUV or elsewhere) who can speak to the <i>candidate's abilities to teach the course in question or in the discipline</i> . |
| | | | Offer Letter - There are different Offer/Reappointment Letters for different types of TT and NTT appointments/reappointments. See the instructions provided in the accompanying "Overview of Hiring Paperwork Procedure for Full-Time Faculty" for guidance on which letter to use and how to tailor it appropriately. |
| 9. | AU instructs candidate to request official transcript to be sent directly to the VCAA. | NA | Requests for Official Transcripts - The candidate must request an official transcript of their highest degree to be sent directly from the university that granted the degree to the Vice Chancellor for Academic Affairs, Washington State University, 14204 NE Salmon Creek Avenue, Vancouver, WA 98686-9600. |

Human Resources/Finance & Operations/Academic Affairs: Offer and Appointment Set-Up

| # | New Hire - TT or NTT | Reappointment of NTT Faculty | Important Notes |
|-----|---|--|--|
| 10. | VCAA reviews packet, signs Offer Letter, and routes for other signatures as appropriate. Offer Letter is then sent to candidate. | Same. | See the instructions provided in the accompanying "Overview of Hiring Paperwork Procedure for Full-Time Faculty" for guidance on which signatures are required. |
| 11. | Once AA receives signed letter from candidate, makes and distributes appropriate copies to F&O, HR, and Pullman. | Same. | |
| 12. | AA notifies AU to collect W-4 and Direct Deposit information and forward these items to F&O, as well as to have candidate come in for I-9 set-up. | NA, unless renewal of I-9 is required. | W-4 and Direct Deposit Information - Units must never keep copies of this type of documentation in their files. |

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|-----|---|--|--|
| 13. | F&O sets up appointment in PERMS, which generates an electronic Personnel Action Form (PAF), which is then routed electronically to VCAA, Pullman Payroll, and back to F&O. F&O sends originals of W-4 and Direct Deposit information to Pullman Payroll. Once Pullman electronic PAF approval is received, F&O generates hard copy of PAF to AU. | Same, except for W-4 and Direct Deposit. | |
|-----|---|--|--|

Academic Unit: Final Steps

| # | New Hire - TT or NTT | Reappointment of NTT Faculty | Important Notes |
|-----|---|------------------------------|--|
| 15. | Gives hard copy of PAF to new faculty member prior to the start of the appointment. | Same. | PAF - Along with the Offer Letter, the PAF is considered to be part of the contract and therefore must be presented to the new faculty member in hard copy prior to the start of the appointment. |

Steps in the Faculty Search Process

The process outlined below assumes that the Position Request (<https://inside.vancouver.wsu.edu/sites/inside.vancouver.wsu.edu/files/Position%20Request-FRM.pdf>) has been routed according to the form and approved at all levels, including budget approval by VC Finance and Operations and the Provost's office.

The Academic Director appoints the Search Committee Chair, who is the liaison to the Academic Director for the search process.

1. Academic Director and Search Chair form the Search Committee:
 - Make sure the committee is diverse, avoiding tokenism, and its members are committed to diversity.
 - Identify members who are prepared to serve as candidate advocates for minorities, women, veterans, and persons with disabilities.
 - If appropriate, include non-Vancouver campus representation on the search committee.
2. Hold the initial Search Committee Meeting to receive charge by Academic Director, including the form of the recommendations and information s/he would like to receive from the search committee (e.g., a profile of strengths for each interviewed candidate, or a ranked list): Include all members of the committee, Academic Director, VCAA, and HR/EEO representative, to discuss search goals and to strategize how to search to enhance the campus diversity goals. Reinforce the confidentiality of the committee's deliberations. The committee should clarify with candidates and others (e.g., faculty not in the search committee; staff; graduate students) what materials may be viewed by others and when.
3. Prepare Notice of Vacancy (NOV)/posting and Position Description:
 - Establish job-related required and desired qualifications that prevent adverse impact on underrepresented persons.
 - Include a link to the diversity section of the WSUV strategic plan: <http://admin.vancouver.wsu.edu/office-chancellor/wsuv-strategic-plan> and a required qualification related to diversity (e.g., "Ability to advance our diversity goals," "Demonstrated ability to work with diverse populations, or incorporate issues of diversity into research, teaching, or service," "Demonstrated ability to contribute to our diversity goals: mentor diverse students, or incorporate issues of diversity into curricular offerings, service activities, or research.")
 - Include contact information for the Search Committee Chair to answer questions and clarify criteria
 - Once the posting is complete send to Dena Neese at Office of International Students and Scholars Services (OISS) for review language to meet permanent residency requirements for international applicants (tenure-line faculty only).

4. Develop a Recruitment Plan: Specifying ad placement in the discipline, publications and mailing announcements and other Affirmative Action outreach efforts to attract minorities, women, veterans, and persons with disabilities. Consider the following:
 - Print advertisements such as newspapers, journals, magazines etc.
 - Web advertisements such as announcements, emails, listservs, job boards etc.
 - Professional associations and/or conferences
 - Underutilized and/or target group recruitment efforts

5. Establish ranking and candidate comparison sheets:
 - Construct these sheets to conform to the required and desirable characteristics in the NOV.
 - Construct quantifiable anchors for each rating (e.g., “0 = not addressed; 1 = stated met this criterion but no example given; 2 = gave detailed examples of how s/he met this criterion”) to increase interrater reliability and decrease the effects of biases.
 - Meet and discuss the screening and rating system with the search committee to increase inter-rater agreement on how to assess applicants’ qualifications.

Note: Steps 3-5 are reviewed and approved by the Academic Director, VCAA, and the Office of Human Resources (Dena Neese, OISS, if tenure line, Merlinda Sain for meeting OPDRS parameters) prior to HRS Pullman posting the NOV and the department submitting advertisements.

6. The committee recruits applicants consistent with the approved recruitment plan.
7. The committee screens applicants consistent with the approved candidate ranking and comparison sheets.
8. Prior to closing the position (or interviewing candidates), the committee chair sets up a time to review how they enacted the recruitment plan with the VCAA. The VCAA will decide either: (1) the committee has fulfilled the recruitment plan and that the recruitment plan made sufficient efforts to reach out to underrepresented groups and the committee may proceed to telephone or campus interviews, or (2) either the recruitment plan is deemed inadequate or inadequately fulfilled and the search committee will be asked to strengthen the recruitment plan, fulfill it, and steps 6-8 are repeated.
9. The committee may choose to conduct telephone interviews; interviewed applicants should be asked the same set of prepared questions that align with required and desired characteristics.
10. The committee proceeds to select and propose two candidates for campus visits, which is reviewed and approved by the AD and VCAA.