

CIRES Hiring Process

Research Faculty Positions

Flow for Supervisors

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September 2024



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First Step: Position Description

CIRES HR developed a new [template](#) to use when you need to initiate a recruitment process to fill a vacancy, or create/hire a completely new position. This template includes all required sections of the CU job ad and fields for other important information needed to initiate a new requisition.

1. When you open the template, please copy the entire text and paste into a **new** Google doc.
2. Edit it with information for your vacancy and fill out all sections (there are instructions in red throughout the template).
3. After receiving unit approval to fill a position, please send an email to cireshr@colorado.edu and include your Google doc link.
 - Please make sure your Lab or Unit Lead is copied on your email so they're aware of this new position.
 - You should also be in touch with your CIRES Finance Manager. We'll need the speedtype(s) to fund the position before we can start this process.

Next, a CIRES HR Recruiter will offer feedback on the position description through the shared Google doc. This will allow us to minimize emails and keep all information in a single place.



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Determining the Posted Salary Range

The Colorado Equal Pay for Equal Work Act requires us to post the salary in all job ads (and we cannot offer a salary outside of the posted range). The CIRES Recruiter, Hiring Supervisor, and Unit Lead will work with the CIRES Compensation Analyst to identify the salary range for the posting.

There are different factors used to determine the appropriate salary range for the job ad:

- **Career Track Level(s)**
 - Please review the CIRES career track definitions in [InsideCIRES](#) when determining what level you're looking to fill the position with. This should be determined based on responsibilities of the position and level of complexity.
- **CIRES Functional Title**
 - [Functional Titles](#) are tied directly to compensation data so it's important to assign this correctly.
 - The functional title should reflect the majority (50% or more) of the overall role and its scope of responsibility. Functional title descriptions are representative of a *primary area of work* that may span multiple sectors and so the descriptions remain purposely broad. Please select the functional title that aligns most closely to the overall nature of work at CIRES.



Avature, Position Checklist, and Approvals

1. Once the salary range and position description have been finalized, CIRES HR Coordinator will load all of the information into the applicant tracking system (Avature).
2. Simultaneously, the Hiring Supervisor signs the position checklist form, which is routed by the HR Coordinator through DocuSign and lists responsibilities, job title, FTE, duties and salary.
 - The posting comes to the HR Coordinator for edits and review first (Proofreading and formatting).
 - The Supervisor will be the final approver before Central HR moves the posting forward to go live.
3. The supervisor receives the posting for approval in an email from “CU Boulder Talent Acquisition.” Before approving, supervisor contacts HR Coordinator if additional edits are needed.
 - Please note that communications will come to the @colorado.edu address. Be ready to check and work in this email address.
 - Committee members that are not CU employees will need a “special link” provided by Central HR.



Evaluating Candidates - The Rubric

1. Soon after posting is live, Hiring Supervisor and search committee members complete an intake meeting with Recruiter. This session covers best practices for interviewing & hiring, and ATS functionality. Everyone is encouraged to attend (CU, federal, or external members). **We ask that all members of the search committee complete [this training](#) and review the [slides](#) on potential implicit biases during the hiring process.**
2. Supervisor reviews applications as they come in to ensure there is a strong pool of candidates before the posting closes. If needed, Hiring Committee Chair contacts the HR Coordinator to extend the posting.
3. Hiring Supervisor creates a rubric for evaluation of all candidates based on the [posting](#) requirements and desired education, experience, knowledge, skills and abilities. A sample rubric is attached [here](#).
4. Committee members rate applicants privately using the rubric before they meet to discuss the candidates (please use Excel or other rating mechanism which maintains privacy), and answer the question on whether or not they wish to advance each candidate in the pool.
 - After review of applicants' names, any search committee member may report a possible conflict of interest to their Recruiter.
 - Please respect candidate privacy. Names and status of applicants are to remain confidential at all times.

Important Notes

- Search committee members and hiring supervisors are not expected to enter information in the Avature ATS.
- Eligibility of Foreign Nationals: Timeline and scenarios (Exports Controls/ Deliverables/ NOAA-specific countries)



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Interviews - Steps, Stages, and Options

Committee identifies top candidates and proceeds with HireVue, virtual, or in-person interviews:

- a. HireVue Screening Tool: Number of applicants you want to learn about / Type of questions to ask/ Asynchronous review
- b. Google Meet or Zoom: 1-hour (45'/15') / Template for invitations / References
- b. or c. In-Person interviews: Supervisor arranges for travel, lodging +; DSRC: consider visitor badges and escorts / References

As you schedule interviews for CIRES/ NOAA roles, check with federal access verifier in your lab for earliest possible start date.

Important Notes

- Hiring Supervisor keeps track of reasoning for any candidate not advancing to the next stage.
 - ◆ Affirmative Action law requires these justifications (e.g., “*inadequate publication record*”, “*does not meet minimum qualifications*”, “*experience not a match*”, etc.) be recorded in the Avature applicant tracking system (Supervisor records this in rubric or similar/ HR Coordinator will enter justifications in ATS).



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References

This is an important step and it must be completed before making an offer. CU Boulder Central HR requires one of the following two options for collecting references:

- **SkillSurvey Questionnaire***
 - This web-based system automates the process of receiving feedback from references via job-specific surveys. SkillSurvey reports contain numerical ratings, which can help you establish a more objective comparison between candidates. References are also given the option to provide open-ended feedback on the candidate's areas for improvement, as well as their strengths at work. This can help your team identify areas of concern or future development areas for the new hire.
 - CIRES HR recommends the use of Skillsurvey questionnaires for all administrative and technical positions. Post-Doc roles and other research positions can accommodate either a Skillsurvey or letter of recommendation.
- **Letter of Recommendation**
 - The applicant tracking system has the capability to collect the letter(s).
 - For targeted hires, we recommend requesting a single letter of recommendation.

*Central HR is reviewing other vendors and will switch to another similar web-based reference questionnaire system in Nov. 2024.



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The (Verbal) Offer

1. After references have been reviewed, the committee meets and selects the top candidate.
2. Supervisor communicates the name of the chosen candidate to the Recruiter and may suggest career track. Especially if there are concerns about “losing the candidate to another offer”, Search Chair may communicate to their top applicant that CIRES HR is working on an offer for them.
3. Compensation Analyst works with Supervisor, Recruiter (HR Director and unit Lead/ lab Lead if appropriate) to determine the offer amount. Functional title, career track, education, experience and internal equity are some of the factors considered at the time of setting an offer.
4. Recruiter communicates offer and relocation amounts (if applicable) to the Supervisor and completes a very brief “offer etiquette” training with Search Chair.
5. Hiring Supervisor presents the offer to the candidate via phone or video. Please don’t send an offer via email as we need verbal confirmation of receipt.
6. After receiving confirmation that a verbal offer has been presented, HR Coordinator sends [CU Benefits](#) information to the candidate.
7. Hiring Supervisor communicates the outcome (offer accepted or declined) to Recruiter and HR Coordinator.
8. If an offer is accepted, HR Coordinator requests the university background check (this is completed through the vendor HireRight). If an offer is not accepted, search committee meets to decide on next steps (backup candidates/ additional interviews/ reposting/ editing position description before reposting).



Hiring Checklist and Offer Paperwork

1. If an offer is accepted, the Hiring Supervisor completes the [hiring checklist](#) within 24 hours and sends the form back to the HR Coordinator with copy to the Recruiter.
2. For NOAA Lab positions, the hiring checklist should only be routed after the start date is agreed upon by the access verifier in consideration of the federal clearance process.
3. HR Coordinator circulates the hiring checklist through Docusign to CU unit Director (if applicable), (reporting-to) Supervisor, and CIRES Finance Manager.
 - Signatures are no longer collected from the NOAA federal partners (access verifier, trusted agent, or lab concurrence).
 - Please also add the science advisor and let us know who needs a copy.
4. When the hiring checklist is fully signed, HR Coordinator routes the (previously approved) offer letter through Docusign.



Regrets and Dispositions

1. After each stage in the process, the committee meets to decide which candidates advance. As the recruiting cycle continues, Hiring Supervisor notifies HR Coordinator of any unqualified candidates they wish to remove from the pool and why. Keep backup candidates.
 - Dispositions can happen during the screening and interview process.
 - Please keep a record of disposition reasons either in Avature or in your rubric.

2. HR Coordinator works with Hiring Supervisor to send regrets to all applicants not chosen for the role and to disposition candidates in Avature. Please note that our Central HR offices will not process the hire until all applicants for the role have been sent communications and dispositioned.
 - All interviewed candidates receive personal regrets from the Hiring Supervisor with provided [email template](#) from CIRES HR.
 - Disposition reasons are needed for all candidates that aren't hired.



Onboarding the New Employee

1. When offer letter is signed, HR Coordinator sends a welcome email to the new employee. Hiring Supervisor is encouraged to do the same.
2. Supervisor should refer to [CU's Onboarding page](#) for helpful information on how to support their new employee during the orientation and onboarding processes.
3. In the week prior to the start date, the new employee receives an important email from CIRES Payroll Liaison (information will include new-hire tasks, direct deposit, timesheet instructions, mandatory training). The (reporting-to) Supervisor is copied in that email.
4. Shortly following the CU Quick Start Program orientation, and depending on employee location or affiliation (CU campus vs. NOAA/ DSRC), either the HR Coordinator or the CIRES@NOAA Liaison schedules an onboarding orientation session with the incoming employee.
5. CIRES onboarding resource for incoming candidates! [CIRES ONBOARDING LINK](#)



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Important Reminders

- Set an initial closing date within 2-4 weeks of your posting date. We can always extend a posting, but we cannot by law take down a posting earlier than announced.
- You cannot stop reviewing applicants just because you have enough strong candidates or because you got over 200 applications and you have limited time.
- Protect candidates' right to privacy. No one outside the search committee should have information on your applicants.
- Report any conflicts of interest or desire to recuse yourself from committee to Recruiter.
- You cannot offer relocation unless you announced it at the time of posting.
- You will not be allowed to make an offer outside of the posted salary range.
- Dispositions: Please keep a record of *why* candidates do not advance at *each stage*; it is a requirement by Affirmative Action law.
- Federal clearance: If your employee will be working at a NOAA lab, please connect with your access verifier asap and stay connected with them until your employee is cleared. In the clearance process, the supervisor acts as liaison.
- If unsure of the answer or the law, please consult with your Recruiter before answering questions from applicants.
- Visa needs: Always talk to your Recruiter if you know you have foreign nationals who may need visa assistance. Citizenship is a protected category and visa communications are extremely sensitive: do not initiate them yourself please. Keep discussions job-related always.



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Feedback

Qualtrics Brief Survey:

https://cuboulder.qualtrics.com/jfe/form/SV_bC1h0HdeKqc9Wjl

Please take 60 seconds to give us feedback about this session so that we may keep improving.



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