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CIRES HIRING GUIDE FOR HIRING SUPERVISORS AND SEARCH COMMITTEE MEMBERS (Research Faculty positions)

I. **Request to post:** The process of filling a vacancy starts with a hiring supervisor or search committee member submitting a ticket to cireshr@colorado.edu.

A) The Hiring Supervisor must provide the following information:

- CU Position Title and internal career track: Professional Research Assistant (Associate Scientist career track); Research Associate (Research Scientist career track); or Post-Doctoral Associate, Post-Doc career track. If you are open to hiring under multiple career tracks, please let your Recruiter know.
- Also, please provide working title (which will be used to advertise). Examples are Software Engineer, Finance Manager, Chemical Processes Research Scientist, Post-Doctoral Associate.
- Please indicate functional title for this posting. Here is the list to choose from: <https://insidecires.colorado.edu/a-z/functionaltitles.php>. This information will be useful to determine salary range to be posted.
- Job Summary: What will be the main function of this position, and what will this employee do? Please briefly answer those questions in 3-5 sentences. You can open this section with a statement on the main objective of your lab or subgroup.
- Key responsibilities of the position (“What Your Main Responsibilities Will Be” section of the posting): Please list 5-8 duties in order of importance and in consideration of percentage weights. You may finish the list with “other duties as assigned.” Please note that without a specific, bulleted section on key responsibilities, the position cannot be created.
- Requirements (“What We Require” section): Please list minimum degree and minimum years/type of experience needed on day 1 to perform the job. If you have flexibility to accept a Bachelor’s degree and experience in lieu of a MS degree, or a MS degree and relevant experience in lieu of a PhD, please make sure you list the lower possible combination for a broader candidate pool. *Note that all Post-Doc and all Research Associate (Research Scientist) positions require a PhD degree. This section will ideally be 1-3 lines long.
- Knowledge, Skills and Abilities (“What You Will Need” section): list any technical knowledge, programs, certifications, software applications

and/or any other knowledge, skill or ability necessary to perform the job successfully. Any K,S,A that you list in this section will be mandatory and use to determine qualified applicants.

- Desired qualifications (“What We Would Like You to Have” section): These are desired skills which will enhance performance, but are considered a plus and not an absolute must to perform the job successfully. In order to encourage applicants to submit an application even if they don’t meet all desired qualifications, we will include the following statement before listing desired knowledge, skills and abilities:

We invite applicants to apply even if they do not have the preferred skills and experience outlined in this section. If you meet the minimum qualifications and have passion for the work, you are encouraged to apply. We encourage on-the-job training for any additional skills or knowledge that become relevant to the position.

- Names of hiring supervisor (search committee chair), science advisor if applicable and search committee members.* As this info will help determine who gets access to applications in Avature, our applicant tracking system, please identify members who are not CU employees (i.e. federal partners or colleagues from other institutions) so that the configuration team can give them the proper access. If you don’t know that information at the time when you submit the request to post, please send it directly to cireshr@colorado.edu as soon as possible. Please think of a diverse committee with members from different career track levels, perspectives, and genders if possible.

Note: All CIRES Supervisor should be familiar with the [Best Practices for an Inclusive Search](#) guidelines. If you would like additional help regarding Diversity, Equity & Inclusion strategies during the posting, interviewing and recruiting process, please communicate that to your recruiting team or reach out to Becca Edwards (CIRES Director of Diversity, Equity and Inclusion) at becca.edwards@colorado.edu.

- Please also include the speedtype (account #) to pay for the first 12 months of salary. Please consult with the CIRES Lead for your lab if applicable, to determine an appropriate salary range, and with you CIRES Finance Manager to determine if relocation is allowed by your funding source. Please remember that if salary for the first year is split between different speedtypes, the relocation amount will also be split among these speedtypes accordingly (in the same effort percentage levels). It is important to remember that, in compliance with the Colorado Equal Pay for Equal Work Act, Research Faculty HR will not allow us to make an offer outside of the

advertised salary range; with that in mind, the objective is to set a broad hiring range while establishing realistic expectations for applicants. If we do not advertise for relocation at the time of posting, we will not be able to offer that at a later time either. The posting may advertise that relocation reimbursement funds are available, yet you are not required to list a specific amount at the time of posting.

* Note that all of our positions are posted in our CIRES careers page, in CU's jobs portal, with Indeed, The Chronicle of Higher Education, HigherEd Jobs, InsideHigherEd, Hispanics in Higher Ed, Native Americans in Higher Ed, and Veterans in Higher Ed. Your position will also be sent to the UCAR jobs listserv, computer science jobs at CU, Met-jobs, Meteojobs, and other relevant listservs if appropriate. In order to target minority groups and recruit a diverse candidate pool, our CU Talent Acquisition team will also automatically put all job postings in front of the [The Direct Employers Network](#). Each organization will then choose the ads which resonate with their audience and decide whether or not to share your posting with them.

- Please let us know if you would like your position to appear in any additional posting sites, some of which will be for pay: Colorado State University, DU, Dice, AMS, AGU, LinkedIn. In consultation with the Finance Department, CIRES HR will confirm whether your speedtype allows for advertising costs before posting. Additional paid advertising will be supported by your own funds (same speedtype that is used to pay a candidate's salary).

B) CIRES HR will add the following information to your posting:

- "Who We Are" section: CIRES HR will include information on our CIRES institute as well as the link for your own laboratory or unit. Please let your Recruiter know about any information you would like to share in this section.
- "What You Should Know" section: In this section, we will state if position is for a pre-determined amount of time (term-limited position); travel or special schedule requirements; where the position is located; if role is at DSRC we will mention the federal clearance requirement; if the role requires US citizenship or permanent residence, and any other information which we consider important to share with applicants at the time of posting).
- In the "Specialized Instructions to Applicants" section, CIRES HR will list the required documents (CV, cover letter, list of references and a copy of the degree with certified translation if degree was obtained outside the US are our standard requirements). HR will also mention that letters of recommendation are not needed at the time of application and that, if candidate is identified as

a finalist, letters of recommendation will be requested at a later time. RIO requires that all dossiers contain 1 confidential LOR before a hire can be approved. The LOR may be replaced by SkillSurvey, which is an online, confidential, reference check solution and a comprehensive way to gather feedback and numerically rate your top applicants. Skillsurvey is generally more objective than letters of recommendation and highly recommended for IT, Finance, HR and most PRA positions. When a candidate is identified as a finalist, they will be asked to provide contact information for 3 or 5 professional references, including supervisors or professors. If you would like to see a sample survey, please click [here](#).

C) CENTRAL HR will add the wording for the following sections of the job posting:

- EEO/ Diversity and Inclusion section:

The University of Colorado Boulder is committed to building a culturally diverse community of faculty, staff, and students dedicated to contributing to an inclusive campus environment. We are an Equal Opportunity employer, including veterans and individuals with disabilities.

- Benefits section:

The University of Colorado offers excellent [benefits](#), including medical, dental, retirement, paid time off, tuition benefit and ECO Pass. The University of Colorado Boulder is one of the largest employers in Boulder County and offers an inspiring higher education environment. Learn more about the [University of Colorado Boulder](#).

II. The position Checklist:

After creating a position number, CIRES HR will circulate a position checklist form through Docusign to obtain the approvals of the CIRES Associate Director for Science, Christine Wiedinmyer, the position Hiring Supervisor, and the CIRES Director of Human Resources, Angela Knight. Research Faculty HR is copied in this Docusign transaction and will not proceed to advertise the role through Avature until the position checklist form is signed by all parties. **Please keep your eyes out for Docusign notifications throughout the hiring process and be prompt in your answers.**

III. Posting to our Applicant Tracking System:

CIRES HR will create the posting in Avature and submit to Central HR for approval. The Hiring Supervisor will be asked to review and approve the posting before it is activated to accept applications. Before an ad is posted, Central HR may also contact you with suggestions for making your job ad more inclusive. To this end, they will use Textio, which allows Recruiters to check for inclusive language, score your ad based on inclusivity, and make suggestions for improvement.

IV. Notification to Search Committee Chair and Access to Applications:

After you have suggested edits if applicable and have approved the posting, CU HR will make your ad public. The Hiring Supervisor will then receive notification that the posting is active and will be invited by CIRES HR to complete a consultation with the Recruiter; external committee members and federal partners (if allowed by the corresponding federal lab) are welcome to participate in such meetings. The objective of such consultation is twofold:

1. To review best practices for fairly and legally reviewing, interviewing and selecting candidates, and 2. To learn the basic functions of Avature, our Applicant Tracking System. Search Chairs and Search Committee members have different levels of access in our ATS. We will be delighted to go through these very simple instructions with you.

V. Review of Applications:

If you are in the role of hiring supervisor for a search, please remember the following:

- *Please keep your own Excel/Google doc with notes on why each candidate is not moving forward. You will be asked to provide a justification for why each candidate did not advance beyond a certain stage in the recruiting cycle so that each candidate can be dispositioned following Affirmative Action regulations.*
- *Always put a position on hold if you consider you have enough qualified applicants or an overwhelming number of submissions. Please keep in mind that by Affirmative Action and Equal Employment Opportunity laws, every application received, must be considered by the search committee.*

=> To increase fairness and decrease bias in application review, we recommend that your search committee develops a **rubric** based on the job

qualifications. Be sure the members of the search committee understand its use and have agreed to review each candidate thoroughly and consistently.

=> Hiring Manager and members of the search committee will review applications and select top candidates for a phone screen or initial interview. With this objective in mind, you will access the position through the link provided to you by our central HR liaison. Find your position title by unit, click on the title of the position you wish to review, and then on the big number in the middle of the window which indicates the number of applications received to date. Select a candidate from the list, and then click "Review". After reviewing CV and cover letter, you will be prompted to respond "Yes", "Maybe" or "No" on whether you would like to proceed with further screening of a candidate. If you are not sure, choose "Maybe" or refrain from making a selection at all. Each search committee member can offer his/her feedback in the portal, but only the Search Committee Chair can see a compiled report of answers submitted by each committee member.

=> The search committee chair may also opt to use a Google doc or Excel spread to compile answers instead (outside of the applicant tracking system, and as long as notes can be shared later on). If you do so, we suggest that you allow each member of the committee to evaluate candidates individually to later compile and compare answers—this is to avoid the members of the search committee influencing each other.

=> If you are the Hiring Supervisor or Committee Chair, you may move candidates through the hiring process stages by selecting the "Manage Job" tab on the top right corner of the screen. ** Please be aware that applicants can see their current status if changed while on the "Manage Job" side of the portal, so please instruct CIRES HR to send out a regret letter before you move a candidate to "No longer consider." **Note: A candidate should always be notified of not being selected for the job via a formal regret letter from Central HR or from you before they are dispositioned (and, in this case, eliminated) in the system.*

VI. On campus or Virtual Interviews:

=> After an initial phone screen or short interview, finalists/top candidates (2-5) will be invited on campus for a longer formal interview or be interviewed using Zoom or Google Meet. Make sure that committee members, length of

interviews and questions remain consistent for all finalists. Please review the following documents with [Sample Interview questions](#) suggested by CU Central Human Resources Department.

HireVue:

You may have an outstanding candidate pool and find it is difficult to identify only a handful of finalists to move forward to the interviewing stage. In that case, you could choose to start with 15-minute phone screenings for a larger group or you may want to try HireVue. HireVue is a video-interviewing solution which allows you to assess a larger set of candidates in a fast, efficient manner. You would need to identify 6- 12 candidates to interview through HireVue, put a set of questions together, and determine the due date to receive candidates' recorded responses. Central HR will then take care of all communication with candidates, send them the instructions, along with your list of questions and the due date to submit answers. Finally, you would watch each video interview in your own time, and ask the search committee members to do the same before you can all meet to debrief and select the smaller set of finalists who will be moving forward to the longer in-person/ Zoom/ Google Meet interviews.

=> Hiring is a Legal Process. The University of Colorado is an Equal Opportunity Employer and we must comply with EEO laws. Please never ask a candidate about age, mental or physical disability, medical or genetic information, national origin, ancestry, pregnancy or plans for becoming a parent, marital status, race, color, ethnicity, sexual orientation or preference, gender, religion, crime history/records. Also never ask a candidate about their prior salary as it is illegal to do so. Please consult [this guide](#) outlining lawful and unlawful questions to ask during interviews.

=> Requesting Letters of Recommendation (LOR) or Skillsurvey: It is also a good idea to request the Letter/s of Recommendation or initiate a SkillSurvey at the same time that you invite the top-tier applicants to a final interview, so that you may use reference information in your discussion of each candidate prior to making your decision. Please submit a request for references directly to your Recruiter.

=> When you request a LOR through HR, the candidate will receive an email prompting them to enter contact information for his professional references. These professional references will then receive a request from CU to submit the reference letters). If you prefer to use SkillSurvey, it is also best practice to request those through Central HR as soon as a finalist has accepted an interview with you. Our colleagues in Central HR will let you know once those Skillsurvey reports have been completed and will share them with you via email for your consideration.

**Whether you use SkillSurvey or request letters of recommendation, we encourage you to reach out to professional references by email, phone or video call if there are areas of concern after interviews or reference checks.*

=> Decision: Committee members will meet to discuss/decide on the top choice. *"Inclusive practices in committee discussions will acknowledge and mitigate power dynamics. Ideally, there may be a range of positional power represented on the committee (e.g. junior colleagues). Committee members may be more outspoken or may prefer to sit back as observers. The search chair should be prepared to solicit feedback from all committee members, identify and facilitate issues, or offer creative solutions forward if an impasse is reached."* (Susan Sullivan, former CIRES Director of DEI).

VII. Offer and Negotiation:

- **Salary**: Before proceeding with a verbal offer, the Committee Chair should communicate with their Recruiter and their lab's CIRES Lead (if applicable) for salary approval. While considering compensation, we will take into account many factors including a candidate's education, years of overall and relevant experience, nature of the work to be performed, functional title, funding source and budget, and peers with relevant experience, to ensure salary equity within your unit and CIRES. Please be aware that a candidate may also counteroffer. Your verbal offer should be presented by phone or video call and not by email.
- As per our Cooperative Agreement, the CIRES Supervisor should present the offer and handle any and all negotiations with candidates. Our Cooperative Agreement forbids our federal employees to directly make offers or negotiate with future CU employees. After you have presented a verbal offer, please notify CIRES HR so that we can send the candidate information on our attractive benefits options so that they may consider the full compensation package.
- If you advertised for relocation reimbursement as part of the compensation package, please make sure that your grant/fund allows for relocation expenses by consulting with your CIRES Finance Manager. Once you confirm, please reach back to your Recruiter for a typical relocation amount depending on

family size and place from which candidate is relocating. Both the Hiring Supervisor and your CIRES Finance Manager will have to approve the amount for relocation by signing an acknowledgement in the hiring checklist form.

**Before you offer relocation, please be aware that it is required that relocation be charged proportionate to how an employee's effort is supported for the first 12 months of employment. This could mean that the employee is supported for the first 12 months of employment on 1 project and all of the relocation will be charged to that 1 project. If multiple speedtypes/projects will support the employee's first 12 months of pay, it is important to consider this at the hiring stage so that the CIRES finance manager can verify relocation costs are allowable on the multiple grants/funds.*

VIII. Verbal Acceptance:

- When there is a verbal acceptance of your offer, the Hiring Committee Chair should communicate with the Recruiter so that we can focus on the next steps in the process, which may include immigration needs, professional references and background checks.
- VISA Needs: After the candidates verbally accepts your offer, please ask them if they "are legally authorized to work in the U.S or if they will need visa sponsorship now or in the future?" If they will need help to obtain these immigration documents, you will be referred to our Visa Specialist, Janet Garcia (Janet.Garcia@colorado.edu). Our Immigration specialist will reach out to the candidate to discuss visa history and immigration status before she can make a recommendation on the type of work authorization or visa to be processed in each case along with an estimated timeline. If one of your top applicants volunteers information on needing visa sponsorship before a verbal offer is presented, please let your Recruiter know. We would like to partner with our Visa Specialist as soon as possible once we have this information.
- The verbal acceptance of your candidate also gives us the green light to start the University of Colorado background check process through central HR. Please be mindful that a background check can take between 2 days and 2 weeks to complete. Central HR needs the candidate's permission before running background checks, so please alert the candidate to promptly authorize this process. Please note that the University of Colorado background check is independent and in addition to the federal clearance process for those new employees who will be housed at one of the NOAA labs (and which the new employee will complete with the guidance of your NOAA access verifier).

IX. [The Hiring Checklist](#) (please use this updated version of the form):

The CIRES supervisor will then fill out the hiring checklist and submit it to cireshr@colorado.edu or to the HR Coordinator. A Hiring Supervisor must identify the Lab or unit Director and the Finance Manager in this form. If the hire is for one of the NOAA labs, they must also name the Access Verifier, the Trusted Agent and the Science Advisor in the hiring checklist. HR will then circulate the hiring checklist through Docusign to the federal partners, the Supervisor and the CIRES Finance Manager for the needed signatures.

As the new employee's Supervisor, if the newcomer will be housed at DSRC or if they will be working with federal data sets or equipment, it is your responsibility to stay in close contact with the federal Access Verifier regarding progress of your new hire on obtaining federal clearance. You should be checking weekly on that progress and making sure that the new employee is cooperating and responding to requests promptly to ensure they can start on their targeted start date.

X. [The Offer letter](#):

- Once the hiring checklist has been approved by the hiring supervisor, federal partners if appropriate, the unit Director, and the speedtype's Manager in CIRES Finance, CIRES HR will send out the offer letter to the candidate. The Supervisor will get the chance to review it before it is routed through Docusign.
- Once you receive the offer letter, please focus on checking title and career track information, start date, supervisor's and science advisor's names along with salary and relocation amounts and signature lines for names' and titles' accuracy. The letter will be signed by the Payroll Liaison in CIRES HR, the CIRES Associate Director for Science, the HR Director, the hiring supervisor, Research Faculty HR and, finally, the candidate.
- Relocation reimbursement: Once they have started working with us and if applicable, CIRES HR will send a separate email to candidates who have officially accepted an offer and who have been offered relocation with instructions on the procedure for successful relocation reimbursement.

XI. [Regrets and Dispositioning](#):

Once the offer letter has been signed, you should call or write a [personalized regret letter](#) to those candidates who you interviewed on campus or with whom you conducted a longer interview via Zoom or Google Meet. All other candidates

not interviewed (including those who did not advance past a HireVue), can be notified by Central HR via their customary regrets. If you are a search committee Chair with dispositioning rights, please wait until we have sent regrets to candidates before entering reasons for rejection in Avature. Please remember that candidates will be able to see your notes only if you are working on the "Manage Job" side of the portal. Our HR Coordinator can manage all dispositioning in Avature for you; please communicate with him for this purpose and be ready to share with him your Google Doc or Excel notes (your reasons for elimination of each candidate who did not receive an offer for the role).

*Please never send a regret letter to any of your top candidates (candidate #2 or candidate #3) who you may consider hiring, until an offer letter has been signed by your top contender (even if the top pick has already verbally accepted your offer). Strong candidates receive multiple offers and negotiate until the last minute. This is to avoid the uncomfortable situation of making an offer to your 2nd or 3rd choices after you have previously sent them a rejection letter.

XII. Orientation and Onboarding for your New Employee

- Once the offer letter is signed, CIRES HR will reach out to the new employee welcoming them to the Institute.
- About a week before your new employee joins CIRES, our Payroll Specialist, LuAnn line (luann.line@colorado.edu), will send them an email with important information on Identikey activation, the I-9 verification process, benefits, their W-4 form, direct deposit, the Buff One card, and more.
- All new employees attend the Quick Start Program orientation, which is offered by Central HR most Mondays as well as on the 1st of the month when possible. In this short orientation, candidates will learn about benefits, the CU Information portal, My Leave, how to obtain a Buff One card, buy a parking permit, the I-9 verification process and required training.
- Please communicate regularly with Janet Garcia if your employee will need a visa so you can learn about the progress of that paperwork. You will be required to participate in this process by offering information on the type of work to be performed, the candidate, and your professional field.
- Please make sure your new employee is all set-up with his/her technology needs and has an assigned office by their first day of work with CIRES. Lucia Harrop (lucia.harrop@noaa.gov) at David Skaggs, is an excellent resource for onboarding new hires at the federal labs; Christen Cousins (christen.cousins@colorado.edu) supports onboarding for CU campus hires.

- After the new employee completes the CU orientation, we will focus on the onboarding process, which will extend throughout the first year of employment, while the employee navigates all new information and learns about our Institute. All CIRES Supervisors should consult this [Onboarding](#) page with innumerable resources to assist you in guiding your employee's integration to CIRES and the University of Colorado Boulder.

CIRES HR is here to support you with your successful hiring and onboarding processes. Please reach out to jimena.ugaz@colorado.edu with questions and concerns or to offer feedback on this Hiring Guide.

CIRES Recruiting:

Jimena Ugaz: Recruiting Team Lead; Regular positions for the NOAA federal labs and University Staff positions.

Jazmin Surface: Regular positions on CU Campus (including NSIDC, Earth Lab, ESIL, and Education & Outreach), University Staff positions, Student and Temporary Employee Recruitment.

Christen Cousins, HR Coordinator (Avature, document routing, reference and CU background checks, CU campus onboarding)

Emily Hinga: Student and Temporary Employee Recruitment

LuAnn Line: Payroll Specialist

Janet Garcia: Visa/ Immigration Specialist

Lucia Harrop: Onboarding for the NOAA labs.

Related Articles/ Resources:

*[CU's resources on Diversity Search and Hire](#) (including Faculty Search and Hiring Online course)

*[Creating the Job Announcement](#)

*[Developing a Faculty Recruitment and Outreach plan](#)

*[Evaluating Applicants](#)