Hiring Procedures for Faculty
(revised October 2012)

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For more information and links to forms, visit: http://www.westga.edu/vpaa/facultyresources and 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, and if the position is to be tenure track. Policies 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 (Appendix J) 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 (Appendix A) for all full time, benefited positions. Instructions for the Applicant Clearinghouse form are on the reverse of the form. The department completes Part A, Position Vacancy Announcement, forwards the original to the Applicant Clearinghouse Coordinator in Human Resources, Vicky Pollard, and retains a copy for their file to complete at the time the position is filled. This must be done prior to advertising so that the vacancy can be filed with the University System of Georgia.

Applicant Data Sheets (Appendix B) and postage paid envelopes, obtained from Human Resources, must be mailed to each person applying for a position. Please put the number of the Applicant Clearinghouse Form (PVA# found in the upper right hand corner of the form) in the upper right hand corner on the Applicant Data Sheet and photocopy as many of the Applicant Data Sheets as needed.

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. 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, and must state the position title, duties, and requirements. If this step is not taken and the recommended candidate does not have permanent residency, then before the Provost’s office can begin the permanent residency process, a new ad will have to be placed to begin new recruitment for the position. In addition, the advertisement may be put
in job lists of professional publications for the field. Other media that have potential for reaching culturally, ethically, and racially diverse groups should be used.

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, 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: job title, job requirements, brief job description, and name and location of the employer. If the search committee or chair is unclear whether their ad will fulfill immigration requirements, please contact the Provost’s office prior to posting the ad to approve the ad through the immigration attorneys. If information on the University is provided, it should be limited to basic identification: e.g., “The University of West Georgia, small town setting 50 miles west of Atlanta.” The job list web site, http://www.westga.edu/hrpay/, should also be given.

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 (see Appendix L for a sample acknowledgement letter). This notice should accompany the Applicant Data Sheets.

E. **Interviewing**

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.

A checklist for interviewing, “Guidelines for Lawful Interviewing,” is included in Appendix H.

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 on paper or based upon telephone contacts. 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.

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.
Each candidate interviewed must complete a background check release form, which is also called the Authorization Form for Consumer Reports (Appendix I) and mail this directly to the Provost’s office. The Provost’s office will hold the forms until a hiring decision has been made. At that time, the dean’s office will contact the Provost’s office so that the background check can be completed. Once the hiring 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

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. By Board of Regents’ policy 803.05, the President must secure approval from the president of the employing institution prior to the search committee contacting the faculty member. Any subsequent letter of offer must include a statement to the effect that acceptance can be made only after all contractual obligations have been fulfilled or a replacement secured.

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 (Appendix D)
- Résumé
- Draft of Letter of Offer
- Affirmative Action Checklist (Appendix C)
- Applicant Clearinghouse form
- Copy of transcript of highest degree
- Advance Data for Banner (Appendix E)

Authorization for Employment (ATE)
A sample of the ATE form can be found in Appendix D. If a person is being recommended for a one year appointment, it is important that this be indicated on the ATE by checking the “Temporary” box. The rank/title should also include “Limited Term”. Any relocation funds must be listed along with the source of funding. Any probationary credit granted should also be included in the ATE, as well as any contingencies of employment.

After careful review, if the dean or director approves hiring the proposed candidate, the chair/director and dean will sign the ATE, and forward it along with the other required materials to the Provost’s office. Once the Provost’s office has reviewed the ATE for accuracy, they will then forward the dossier to the Budget office for approval. Once the Director of Budget Services has approved the form, they will return the dossier to the Provost’s office for the approval and signature of the Provost and Vice President of Academic Affairs, as well as the approval and signature of the President. 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.

Advance Data for Banner
This form, when sent up with the Authorization for Employment (ATE), will allow early input of the faculty person’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.

**Probationary Credit**

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. They may, of course, be told that no credit will be given. If probationary credit is to be offered, it must be indicated on the Authorization for Employment (ATE) for approval by the Chair, Dean, Provost and President, and then indicated in the Letter of Offer. According to Board of Regents’ policy, probationary credit cannot be given after the faculty member is employed.

**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. Please call the Office of the Provost and Vice President for Academic Affairs for the procedure. No commitment can be made to any candidate prior to the Provost contacting the Senior Vice Chancellor for Academic Affairs at Board of Regents.

**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**

When the approved Authorization for Employment (ATE) form is returned to the dean’s office, the formal Letter of Offer (Appendix N) along with a Security Questionnaire (Appendix G) can be mailed to the candidate. The letter must contain the following information.

1. Nature of the position and rank must be indicated. If the position is temporary, this must be stated in the letter.
2. Beginning date of employment and, if a temporary position, the ending date must be included.
3. The salary for the academic or fiscal year is stated.
4. If the employment is contingent on obtaining a degree, this must be included in the letter.
5. Any probationary credit must be included. If probationary credit is granted, a copy of the letter of offer is kept on file at the Board of Regents.
6. The letter must indicate that the offer depends upon receipt of official transcripts, loyalty oath, and three letters of recommendation.
7. The letter must stress that employment is conditional based on final approval from the Board of Regents.
8. Reference should be made to the Faculty Handbook as a resource for employment policies and expectations.
9. The paragraph referencing the background check policy must be included (see letters of offers for example).
10. The letter must also emphasize the requirement to complete the Employment Eligibility Verification Form (I-9) in the Human Resources prior to beginning work.
11. All letters of offer must include instructions for non-resident aliens to provide appropriate INS documentation.
12. There must be a 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.
13. It is important that the Security Questionnaire be mailed to the candidate at this time.
14. Amounts for relocation expenses, if the dean’s office offers reimbursement, must be included.

H. Relocation Policy

Relocation expenses for new tenure track faculty and salaried staff may be provided if funds are available in the department or college budget. The employing unit and the following guidelines (subject to IRS regulations) will determine the total amount approved for relocation, limited to $1,000 or 2% of the salary, whichever is greater. The policy can be found on Human Resource’s website at http://www.westga.edu/hrpay/index_13860.php. Any relocation amounts must be included in the Authorization for Employment and in the Letter of Offer mailed to the candidate.

I. Major Appointments

When hiring a dean, 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, usually 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: years of probationary credit, or recommendation for tenure upon appointment, beginning date of employment, official transcripts, completed Affirmative Action Checklist, completed Applicant Clearinghouse Form-Part A, and 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, pending the Board of Regents’ approval.

J. Completion of Paperwork for Regular Faculty (See Appendix R)

After the original Letter of Offer is accepted and returned by the candidate, the department or dean’s office will immediately mail a memo to the Benefits Counselor with information about the new hire. (See Appendix L) In addition, a letter of regret should be sent to all rejected candidates (See Appendix M). The Applicant Clearinghouse Form-Part B should be completed according to the directions included with the example form (See Appendix A).

The following documents should be gathered and forwarded to the respective dean’s or director’s office. All documents should be together before sending the package on to the next level. If the documents are incomplete or inaccurate, the dossiers may be returned to the department for revision.

- Advance Banner Sheet (Appendix E)
- Personnel Action Request (PAR)-complete set (Appendix F)
- Budget Amendment, original
- Authorization for Employment (ATE), original
- Letter of Offer, original
- Security Questionnaire, original (Appendix G)
- Affirmative Action Checklist, original
- Applicant Clearinghouse form (completed)
- 3 letters of recommendation (original or electronic copies with signatures)
- Résumé /Vitae
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).

After the dean’s or director’s office checks the documentation for accuracy and completeness, the package is sent to the Provost’s office. If any information is missing, the package may be sent back to the dean’s or director’s office. The candidate’s information will be entered into the Board of Regents’ Faculty Information System. All of the original paperwork remains on file in the Provost’s office.

Letters of offer should be issued prior to the faculty member being paid, so processing the paperwork in a timely manner is critical to the faculty member being paid on time. If any of the required items are missing, it could result in the delay of the new faculty member getting paid. Do not forward the Personnel Action Request (PAR) or Budget Amendment (BA) directly to the Budget Office, as all documents must be in order prior to processing the PAR.

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. For I-9 verification purposes, a passport or a driver’s license is needed, along with either a social security card or a certified copy of a birth certificate. It is a Federal requirement that these documents be presented in person within three days of the start of employment.

K. Record Keeping Requirement

All search records, including applications and résumés, must be kept by the recruiting unit for 2 years after the search is completed. Please refer to the University System Records Management website http://www.westga.edu/irp/ for more information.

SECTION II: TEMPORARY FULL TIME FACULTY

There are occasions when an offer is made to hire a faculty member for a one-year appointment. It is very important that the Authorization for Employment (ATE) form is marked as “Temporary,” and that “Limited Term” or “Visiting” is included in the title. The Letter of Offer must state clearly the temporary nature of the appointment (please see a sample letter of offer in Appendix O). All other paperwork, including the Affirmative Action Form and the Applicant Clearing House Form, required for regular full time faculty is required for temporary faculty.

Limited Term faculty will be issued a letter of termination at least three, six, or nine months (dependent on years of full time employment) prior to the expiration of their contract. Benefits for temporary faculty end with the contract expiration. See Faculty Handbook Section 102.0202 Notification for the policy.

You may renew a temporary faculty by renewing their appointment rather than issuing a letter of termination, or rehiring them after a termination letter has been issued. For those temporary appointments that are non-renewed but rehired, the hiring procedure begins again with a new Authorization for Employment, a new letter of offer, and a new Personnel Action Request form. If these steps are taken prior to the expiration of the contract, benefits will continue throughout the summer months.
SECTION III: PROCEDURES FOR HIRING PART-TIME FACULTY

A. Part-Time Faculty

Department chairs initiate requests to hire part-time faculty. The paperwork for hiring new part-time faculty is the same as for full-time faculty, except for the Applicant Clearinghouse form and the Affirmative Action Checklist. “Part-time” must be marked on the Authorization for Employment (ATE) and included in the title. The course(s) that will be taught should be included on the ATE. The Letter of Offer must stress that the offer is conditional based on enrollment in the course(s). Please see a sample letter of offer in Appendix P.

Each subsequent year 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 same person is hired to teach in a subsequent term of the same fiscal year, the chair must submit another Authorization for Employment form, Letter of Offer, PAR and budget amendment. 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

Retired faculty cannot teach part time until at least thirty days after the effective date of their retirement. The retiree must work less than half-time, and at a salary no more than 49% of the annual benefit-base compensation amount that he/she was earning at the time of his/her retirement, or no more than 49% of what the average full-time salary is for a comparable position (Board of Regents Policy Manual 802.0903).

By Board of Regents’ policy, approval must be obtained from the President prior to the reemployment of a retiree. The Authorization for Employment (ATE) form, listing the retiree’s retirement company (TRS, ORP, ERP, etc.), must be submitted to the Provost’s office as early as possible, along with a completed TRS Employment Verification form (Appendix Q). The Provost’s office will then submit the form to Human Resources to obtain TRS approval. This process can take up to 30 days, and the retiree must be approved by TRS prior to beginning work. The Letter of Offer may not be extended to the retiree until TRS and President’s approval is obtained. The salary must be consistent with the retiree’s work commitment.

C. General Policies

Hired on a per semester basis, part-time faculty members may teach up to 14 credit hours over 9 months, or 18 credit hours over 12 months. They may not exceed .33 EFT for nine months, or .42 EFT for 12 months (computed at the rate of .07 EFT per 3-semester hour course).

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.

Part-time faculty are provided the same teaching support services provided to full-time faculty, including secretarial help, library privileges, parking, etc.

Part-time faculty members are not eligible for institutional benefit plans, and part-time service is not creditable toward state retirement or tenure. 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.
Adjunct Faculty

Adjunct faculty are those that teach with no compensation. Such faculty are usually current University of West Georgia non-faculty employees teaching as part of their regular duties. An Authorization for Employment (ATE) form, Letter of Offer, 3 letters of recommendation, résumé, and official transcripts are required. A PAR is not required since the faculty member earns no additional income.
Appendices
Position Vacancy Announcement INSTRUCTIONS

*Contact Human Resources for the form*

Have Critical Hire form approved before submitting Position Vacancy Announcement (PVA).

Print in black or use black ink.

The Applicant Clearinghouse can only enter specific dates for Application Deadline and Position Starting Date.

Attach copy of job announcement.

Print job title on all Applicant Data Sheets that are mailed to applicants.

When position is filled, be sure to complete bottom portion of PVA and send a copy to Alicia Hargraves in Academic Affairs, and to Vickey Pollard in Human Resources.

INSTRUCTIONS FOR ANNOUNCING POSITION VACANCIES:

1. Request an Applicant Clearinghouse form from Human Resources prior to beginning the search.
2. Complete Part A of the PVA.
3. Forward the original PVA, along with a copy of the job announcement, to Human Resources.
4. Retain a copy in your “pending” file.

INSTRUCTIONS FOR ANNOUNCING THAT A POSITION IS FILLED:

1. On your copy of the PVA, complete Part B.
2. Send a copy to (A) Academic Affairs and (B) Human Resources. Retain a copy for your file.
# UNIVERSITY SYSTEM OF GEORGIA
## APPLICANT CLEARINGHOUSE

#### PART A  POSITION VACANCY ANNOUNCEMENT

1. **INSTITUTION:**
   540 University of West Georgia

2. **LOCATION:** (Division)
   (Dept.)

3. **POSITION DESCRIPTION:**
   (Title)
   
   - **Job Classification (to be completed by HR):**
   - **Annual Salary:** Competitive
   - **Contract Period:**
   - **Disciplines:**

4. **REQUIRED QUALIFICATIONS:**
   - **Degree**
   - **Years Experience**
   - **Special Requirements**

5. **RECRUITMENT DATA:**
   - **Application Deadline**
   - **Position Starting Date**
   - **Search Chair**
   - **Phone Number**
   - **Dept Web Site URL (Optional)**

#### PART B  POSITION FILLED ANNOUNCEMENT

1. **NAME:**

2. **SEX:** Male or Female

3. **ALIEN:** Yes or No

4. **RACE:**
   - 1-White-not HSP;
   - 2-Black-not HSP; 3-Hispanic;
   - 4 Asian/Pacific Islander;
   - 5-American Indian/Alaskan;
   - 6-Multi-racial; 7 Unknown:

5. **DATE POSITION FILLED:**

6. **DATE EMPLOYMENT EFFECTIVE:**

7. **APPLICANT LOCATED THROUGH CLEARINGHOUSE:**
   Yes or No

8. **SIGNATURE:**

University of West Georgia
Applicant Data Sheet

POSITION:

Completion of this form is voluntary. Your completion of this form will aid us in monitoring and ensuring Equal Employment Opportunity for all. This information will be used only for statistical reports and for Affirmative Action planning. A stamped self-addressed return envelope is provided for your convenience.

Select One

_____ Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

_____ Non Hispanic or Latino

Select One or More

_____ American Indian or Alaska Native - Having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

_____ Asian - Having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

_____ Black or African American - Having origins in any of the black racial groups of Africa.

_____ Native Hawaiian or Other Pacific Islander – Having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

_____ White – Having origins in any of the original peoples of Europe, the Middle East, or North Africa.

SEX: _____Male  _____Female

40 years of age or older? _____Yes  _____No

Are you a veteran of the U. S. Armed Forces? _____Yes  _____No
University System of Georgia

AFFIRMATIVE ACTION CHECKLIST

Full-Time Administrative & Academic Appointments

University of West Georgia

Institution

1. Position Applied for: ____________________________________________

2. Recommended applicant: _______________________________________
   (Last)                               (First)                               (Middle)

3. Race/Sex: ___________ / ___________  

4. Date of application: _____________________________________

5. Date position offered: ____________________________________

6. Date accepted: __________________________________________

7. Total number of applicants: ________________________________

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<th>American Indian</th>
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8. Number of applicants considered for final review:

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9. Number of applicants invited to campus:

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10. Number of applicants declining offered position:

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11. Include a statement describing special efforts to attract minority applicants for this position. (Use back or attach separate sheet.)

Signed: __________________________________________

Title: ____________________  Chair

Date: ______________________
UNIVERSITY OF WEST GEORGIA
Authorization for Employment or Change of Status

College/Division: 
Department: 
Applicant Name: 
Proposed Rank/Title: 
Proposed Appointment Date: □ Temporary □ Part-time
Proposed Probationary Credit for Tenure: 
Amount: Institution(s): 
Agreement Regarding Completion of Degrees:

Applicant: 
Is Related to a Current University of West Georgia Employee □ Yes □ No
Is conversant in English □ Yes □ No
Highest degree has been verified □ Yes □ No
Retired from the University System of Georgia (or other System of Georgia) □ Yes □ No
If yes, please specify retirement company: Date of Retirement:

Critical Hire Application Approved? □ Yes Date Critical Hire Approved:
Relocation Funding Amount (if applicable): $ Source of Relocation Funding:

Funding: □ New Position □ Replacement Position replacing:

Budget: 
Department: Fund Code: Position #: Amount: $
Proposed E.F.T. Salary: $
Funding Available: □ Yes □ No

Director of Budget Services Date Comments

Summary Paragraph: To submit as recommendation to the Board of Regents include Education: Degrees, Major, Institutions, Dates; Experience; Additional Comments: Recommendations, Special qualifications (required if applicant has less than 15 credit hours graduate work in teaching field); use reverse if needed.

If Part-time, please include the course(s) that will be taught:

Approvals: Do Not Offer Conditional Employment or Change of Status until all approvals are obtained.

Department Chair Date Comments
Dean/Director Date Comments
Vice President for Academic Affairs Date Comments
President Date Comments

Revised September 2010
University of West Georgia
Advance Banner and Personal Data Sheet

Name: ___________________________ Social Security Number: ____________
Address: ___________________________
Phone: ___________________________
Citizen of: ___________________________
Race: ___________________________
Nationality: ___________________________
Male: [ ] Female: [ ]

Date of Birth: ___________________________
Place of Birth: ___________________________
Position/Rank: ___________________________
Full-time [ ] Part-time [ ]
Department: ___________________________
Appointment Date: ___________________________

Collegiate and Professional Education

<table>
<thead>
<tr>
<th>Degree</th>
<th>Institution</th>
<th>Year</th>
<th>Major/Minor Field</th>
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Please forward the following documents to your department chair as soon as possible:

- Resume/Vitae
- Official Transcript(s) for each degree earned and/or sought (as stated on vitae)
- Three letters of recommendation with original signatures (original signatures are not required if recommendations are forwarded via a career placement service)

For Office Use Only: ________________

UWG ID# ___________________________

CRN: Course Prefix and Number:
CRN: Course Prefix and Number:
CRN: Course Prefix and Number:
CRN: Course Prefix and Number:

(09/01/2010)
**PERSONNEL ACTION REQUEST**

Print on 4-part Reverse Paper only. May be ordered from Publications and Printing.

<table>
<thead>
<tr>
<th>Action</th>
<th>Employee Type</th>
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</thead>
</table>
| Hire/Rehire                    | Class I:  
| Change                         |  ☐ Faculty  ☐ Benefitted Bi-Weekly Staff  ☐ Administrative |
| Separation                     | Class II:  
| Leave of Absence               |  ☐ Student Assistant  ☐ Casual Labor  ☐ Federal Work Study  ☐ SRAP |
| Return from LoA                | Class III requires a new PAR each semester. |
| Promotion/Reclass              |  ☐ Part-Time Faculty  ☐ Graduate Assistant  ☐ Resident Assistant |

<table>
<thead>
<tr>
<th>Effective Date of Action</th>
<th>FT Faculty Contract Type</th>
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<tr>
<td></td>
<td>☐ 10 months  ☐ 12 months</td>
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</tbody>
</table>

<table>
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<tr>
<th>Action Initiated By</th>
<th>Phone</th>
<th>Date</th>
</tr>
</thead>
</table>

**Required Approvals:**

- All Classes: Department Approver: Date 
- Biweekly/Admn Classification/Salary Review: HR: Date 
- Class I & III in Academic Departments: Dean: Date 
- Class I Hires/Promotions/Reclass: VP: Date 
- Class I Hires/Promotions/Reclass: President: Date 
- FWS: Financial Aid/Graduate Students: Graduate School: /: Date 
- Budget Services: Date 

White: Payroll  Yellow: Human Resources  Pink: Budget  Goldenrod: Department  #06056 Human Resources 06/10
Appendix G

Board of Regents
University System of Georgia
SECURITY QUESTIONNAIRE

NOTICE TO EMPLOYEES: The Sedition and Subversive Activities Act of 1933 (Ga. Laws, 1933), as amended, requires each employee to complete and sign, prior to his/her employment by the State of Georgia, a questionnaire which is designed to establish that there are no reasonable grounds to believe that he/she is a subversive person. A subversive person is defined as one who commits acts, advocates, or teaches the overthrow of the government of the United States or government of the State of Georgia by force or violence or who is a knowing member of a subversive organization.

INSTRUCTIONS: Prepare in original only. Fill in all items. If more space is needed for any item, or explanation, continue under Item 3. Please type or print in ink.

1. Name ___________________________________________________________________________ Social Security No. _______________________________________________________________________

   Other Names Used: (Maiden name, names by former marriages, former names changed legally or otherwise: Aliases, nicknames, etc. Specify which, and show dates used.) _______________________________________________________________________

2. Address ____________________________________________________________________________ Street and No. _______________________________________________________________________

   City ______________________________________________________________________________ State _______________________________________________________________________

   County ____________________________________________________________________________ Phone No. _______________________________________________________________________

3. Are you now or have you been within the last ten (10) years a member of any organization which to your knowledge at the time of membership advocates or has as one of its objectives, the overthrow of the government of the United States or the government of the State of Georgia by force or violence? Yes ______ No ______ If “Yes,” state the name of the organization and your past and present membership status including any offices held therein. _______________________________________________________________________

NOTE: If the answer to Question 3 is “yes” and the employing authority deems further inquiry is necessary, you will be notified of such determination. No action adverse to your application will be taken because of an affirmative answer until after such an inquiry, with notice to you and an opportunity for you to present evidence, and only if the results of such inquiry bring your application within the prohibition within the Sedition and Subversive Activities Act of 1933, as amended.

4. (A) Have you ever been convicted or are any charges now pending against you by Federal, State, or other law-enforcement authorities, for any violation of any federal law, state law, county or municipal law, regulation, or ordinance? (Do not include anything that happened before your sixteenth birthday. Do not include minor traffic violations for which a fine of $35.00 or less was imposed. All other convictions must be included even if they were pardoned.) 

   Yes ______ No ______

   (B) If the answer to 4 (A) is “yes,” state the reason convicted, the date convicted, and the place where convicted.

   _________________________________________________________________________________

   _________________________________________________________________________________

5. SPACE FOR CONTINUING ANSWERS OR EXPLANATIONS: (Show item numbers to which answers or explanations apply. Attach a separate sheet if more space is needed.)

   _________________________________________________________________________________

   _________________________________________________________________________________

   _________________________________________________________________________________

   _________________________________________________________________________________

   _________________________________________________________________________________

   _________________________________________________________________________________

   _________________________________________________________________________________

Page 1
GUIDELINES FOR LAWFUL INTERVIEWING

The keystone of Equal Employment Opportunity legislation is the Civil Rights Act of 1964 (Title VII) which states that it is an unlawful employment practice to fail or refuse to employ any individual on the basis of race, national origin, religion, age, disability or gender.

This act also established the EEOC to investigate charges of unfair employment practices. This act and others enacted since then are intended to prevent discrimination in the employment process.

DISCRIMINATION

Discrimination is any selection practice which has an “adverse impact” on members of a “protected class.” Members of protected classes include females, African-Americans, Asians, Hispanics and American Indians. A percentage of minority or female employees in any job group which is not in relation to their representation in the general labor market may indicate evidence of discriminatory practices and adverse impact.

LAWFUL PRE-EMPLOYMENT INQUIRES

Employers may ask questions to obtain information pertinent to the position, as long as the questions do not solicit information which can be used to discriminate against individuals. Interview questions, as well as other qualifications for hiring, must be applied in a consistent, standardized manner to all applicants. Questions are to be limited to the assessment of knowledge, skills and abilities necessary to perform the functions of the position.

DO NOT ASK QUESTIONS RELATED TO:

Gender:
- Are you married?
- Do you have children?
- Are you planning to have children?
- How do you plan to care for your children when they are sick?
- Does your spouse mind if you travel?

PREGNANCY MUST NOT BE USED AS A FACTOR IN MAKING EMPLOYMENT DECISIONS. DO NOT ASSUME LIMITATIONS DUE TO GENDER.

RELIGION:

Do not ask individuals questions concerning their religious beliefs. You may explain the policies relating to religious holidays when discussing benefits or work schedules.
NATIONAL ORIGIN:

Do not ask the origin of an individual’s name. You can ask the yes or no question of “Are you legally eligible to work in the U.S.?” Legally, you may advise the individual that proof of eligibility to work in the U.S. must be provided after an offer of employment is made.

AGE:

Do not ask an individual about their age.

You cannot refuse employment solely on the basis of the age of an applicant. The Age Discrimination in Employment Act (ADEA) prohibits the discrimination of individuals over 40 years old.

ARREST AND CONVICTION RECORDS:

You cannot ask an individual about arrest records. However, you may inquire about convictions if such information is germane to the position.

DISABILITY STATUS:

DO NOT ASK APPLICANTS ABOUT DISABILITIES - describe job tasks and expectations and ask only questions concerning the abilities to perform specific job-related tasks.

Medical exams are not allowed prior to employment, except for positions in University Police.

Human Resources will assist departments in determining and providing reasonable accommodations when requested. Question concerning the Americans with Disabilities Act of 1990 should be referred to Human Resources.

OTHER AREAS:

PHOTOGRAPHS must not be required of applicants.

POLITICAL AFFILIATION should not be solicited from applicants.

MILITARY DISCHARGE STATUS may not be used in making employment decisions.

FINANCIAL STATUS inquires cannot be made of any applicant.

FRIENDS OR RELATIVES working for the same employer cannot be used as a reason for non-selection, except in the case of conflict of interest or nepotism. (Nepotism, as defined by the Board of Regents, is the showing of favoritism toward relatives [Husbands and wives, parents and children, brothers, sisters, and any in-laws of the foregoing.] and friends, based upon that relationship, rather than on an objective evaluation of ability, meritocracy or suitability.)
AUTHORIZATION FORM FOR CONSUMER REPORTS

Order Number: [HR Use Only]

In connection with my application for employment (including contract for services), I understand that consumer reports or investigative consumer reports which may contain public record information may be requested or made on me including criminal records. Further, I understand that information from various Federal, State, local and other agencies which contain my past activities will be requested.

By signing below, I hereby authorize, without reservation, any party or agency contacted by this employer to furnish the above mentioned information. I further authorize ongoing procurement of the above mentioned reports at any time during my employment (or contract). I also agree that a fax or photocopy of this authorization with my signature can be accepted with the same authority as the original.

Position: ________________________________

Department: ________________________________

Print your name ________________________________

Current Address ________________________________

City________________________ County _____________ State _____ ZIP _________

Date First Resided at this Address (Month & Year) ________________________________

Social Security Number ________________________________

Drivers License State _______ License number ________________________________

For identification purposes

Date of Birth: Month______ Day_____ Year ______ Race____ Gender: □M □F

Other or former names______________________________

Signature ________________________________ Date ____________________

Previous Addresses in last 7 years
Must Include County and Dates (Month & Year):

1. Street Address, City, County, State, Zip From: To:

2. Street Address, City, County, State, Zip From: To:

3. Street Address, City, County, State, Zip From: To:
Appendix J

Request for Approval to Fill Critical Personnel Vacancy - Faculty

1. Division 

2. Department 

3. Position Title 

4. Field of Specialization 

5. No. of Hires Requested for Position Title 

6. Total Salary & Benefits – Annually
   
   Minimum: 
   
   + = 
   
   Maximum: 
   
   + = 

7. Fund Sources:
   
   % State Funds 
   
   % Tuition Dollars 

   % Other Funds-Grant Funds 
   
   Auxiliary Funds 
   
   Technology Fees 

8. Cost of Total Current Vacant Positions for the Department 

9. Estimated Hiring Date 

10. Replacement Position? □ No □ Yes: Position # 

    New Position? □ No □ Yes 

11. Name of Employee Being Replaced 

12. Contact Person/Phone Number for Additional Information: 

13. Justification Statement [Critical impacts associated with hiring delay (program & potential loss of other revenue). Time sensitivity of need, Number of positions currently performing the same job.]

   Semester: 
   
   # Sections: 
   
   # Seats per Section: 
   
   Total: 

   Location: 

   Semester: 
   
   # Sections: 
   
   # Seats per Section: 
   
   Total: 

   Location: 

Department Chair/Director Approval: 

Date 

Dean Approval: 

Date 

Vice President Approval: 

Date
Instructions for completing Critical Hire
1. All information on the critical hire must be completed in order for the Provost to approve the search.
2. Total Salary & Benefits must list the minimum AND maximum, including benefits (if applicable).
   - Full time: Total Salary = Salary + (18.4% of salary + $7,200 Insurance)
   - Part time: Total Salary = Salary + 1.45% of salary
3. Tuition Cost: $181.00 per credit hour for graduate courses and $157.80 for undergraduate courses (for reporting purposes only).
4. Justification statement should include courses the faculty member will teach per semester, time sensitivity of need, number of positions currently performing the same job, program & potential loss of revenue and critical impacts associated with hiring delay. The more information included here the better. Please attach additional sheets if necessary.
5. Routing process: Department -> Dean’s office -> Office of the Provost
6. Once the critical hire is approved, the Provost’s office will notify the department.
Revised February 8, 2012
SAMPLE - ACKNOWLEDGEMENT OF APPLICATION

July 1, 2013

Dr. John N. Doe
102 Professional Drive
Carrollton, GA 30117

Dear Dr. Doe:

We have received your application for the position of _________________. I would like to thank you for your interest in this position and our University. We will begin reviewing the applications after ________________ and will continue until the position is filled.

Please take time to complete the enclosed Affirmative Action Data Sheet and return it in the enclosed envelope to Human Resources. This information will not be a part of your application file.

If you have further questions or if I can be of any assistance to you, please do not hesitate to call me. Thank you again for your interest in the University of West Georgia.

Sincerely,

Search Committee Chair

(10-2012)
ACKNOWLEDGEMENT LETTER TO HUMAN RESOURCES

MEMORANDUM

TO: Stephanie Rooks
   Director
   Human Resources

FROM: _____________________________

DATE: _____________________________

SUBJECT: New Faculty

Please be advised that the College of ___________________________ has received an acceptance letter from the following individual. This person has accepted a full-time faculty position at University of West Georgia:

Dr., Mr., Miss, Mrs., Ms.______________________________

Mailing Address ____________________________

__________________________________________

Phone_________________________ Date of Hire ____________________________

Department_________________ Title__________________________

Notes: (information that may be of interest to Human Resources such as pending degree, email address, etc.)

__________________________________________

__________________________________________

__________________________________________

Please contact ___________________________ @ ___________________________ if you need additional information.

Thank you.

(10/01/10)
Appendix M

SAMPLE LETTER OF REGRET

January 1, 2013

Dr. John Doe
102 Professional Drive
Carrollton, GA   30117

Dear Dr. Doe:

The search and selection process for the appointment of an __________ in the Department of ________ at the University of West Georgia has been completed. As chairman of the search committee, I would like to thank you for your application and interest in our position. We were pleased with the number of highly qualified candidates in the applicant pool, but regrettably only one candidate can be selected.

I wish you success in your future search for a professional opportunity that is compatible with your credentials.

Professionally yours,

Search Committee Chair

(10-2013)
SAMPLE LETTER – FULL-TIME FACULTY

July 1, 2013

Dr. John Doe
102 Professional Drive
Carrollton, GA 30117

Dear Dr. Doe:

On behalf of the University of West Georgia I am authorized to offer you, conditionally, the position of ______________ in the Department of ______________. The contract dates for academic year 2013-2014 begin ______and end ________. The salary for the academic year will be $_________________.

This offer is made pending approval by the Board of Regents of the University System of Georgia and is contingent upon our receiving your official transcripts, loyalty oath (enclosed), and three letters of recommendation at least thirty days prior to your contract date.

Notwithstanding any other provision of this contract, for Fiscal Year 2013-2014, the Board of Regents has authorized the president to implement a mandatory furlough program requiring employees to take not more than 10 days of unpaid annual leave. In the event it becomes necessary for the president to exercise this authority, employee furloughs will be implemented in accordance with guidelines promulgated by the Office of the Chancellor.

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.

The University West Georgia Faculty Handbook and Statutes, http://www.westga.edu/~vpaa/handrev/, should be consulted for coverage of employment policies and expectations.

Persons hired for the first time or persons beginning a new type of appointment must contact Human Resources prior to beginning employment for an appointment to complete payroll paperwork and benefit elections. I-9 verification paperwork must be completed prior to employment. For I-9 purposes, a driver’s license or a passport is needed, along with either a social security card or a certified copy of your birth certificate. If you are a non-resident alien appropriate INS documentation authorizing you to work in the United States must be filed with our office at least thirty days prior to the effective date of your appointment.

If these terms are satisfactory, please indicate your acceptance by signing below and return this letter to me within ten days of the above date, along with the completed security questionnaire.

The faculty and staff of the Department of ____________look forward to having you join us at the University of West Georgia.

Sincerely yours,

Dean or Director

I understand and (accept) (do not accept) this offer of employment.

_______________________    ___________________
signature      date
(10-2012)
SAMPLE LETTER OF OFFER - TEMPORARY FULL-TIME POSITIONS

July 1, 2013

Mr. John Doe
1234 Dixie Street
Carrollton, GA  30117

Dear Mr. Doe:

On behalf of the University of West Georgia, I am offering you, conditionally, the position of Limited Term _______ in the Department of ____________, beginning ___________ and ending_____________. Your salary will be $________ for the academic year.

Under the provisions of this offer, you are extended a temporary one-year appointment only. Such appointments do not carry probationary credit toward tenure, expectation of continued employment, or consideration for unemployment benefits. However, they do carry other benefits available to full-time faculty for the period of service.

This offer is contingent upon our receiving your official transcripts, loyalty oath (enclosed), and three letters of recommendation by your contract date. The West Georgia Faculty Handbook and Statutes should be consulted for coverage of relevant policies and expectations.

Notwithstanding any other provision of this contract, for Fiscal Year 2013-2014, the Board of Regents has authorized the president to implement a mandatory furlough program requiring employees to take not more than 10 days of unpaid annual leave. In the event it becomes necessary for the president to exercise this authority, employee furloughs will be implemented in accordance with guidelines promulgated by the Office of the Chancellor.

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.

Once hired, you must go to the Human Resources Office to complete taxes and benefits election forms. You must also complete at that office an Employment Eligibility Verification Form (I-9) prior to beginning work. For the I-9, a driver’s license or a passport is needed, along with either a social security card or a certified copy of a birth certificate. If you are a non-resident alien, appropriate INS documentation authorizing you to work in the United States must be produced at least thirty days prior to the effective date of your appointment.

If you accept this offer, please sign below and return this letter to me within ten days of this letter’s date. You may wish to retain a copy for your records.

The faculty and staff of the Department of __________ look forward to having you join us at the University of West Georgia.

Sincerely yours,

Dean or Director

I understand and (accept) (do not accept) this offer of employment

__________________________________       _________________________
signature       date 
(10-1-2012)
SAMPLE LETTER OF OFFER - PART TIME FACULTY

January 1, 2012

Dr. John Doe
102 Professional Drive
Carrollton, GA  30117

Dear Dr. Doe:

On behalf of the University of West Georgia, I have been authorized to offer you, the position of Part Time ________ in the Department of ________. The contract dates are beginning _________ and ending __________. This offer is subject to final approval from the University System of Georgia and is further contingent upon enrollment in the course. The department chair and dean determine the enrollment necessary for courses to be offered.

Assuming employment, your compensation will be ________ per three-hour course. Any courses taught in subsequent semesters of this fiscal year will be compensated at the same rate. Part-time appointments do not carry probationary credit toward tenure, expectation of continued employment, or creditable service toward state retirement.

This offer is contingent upon our receiving your official transcripts, loyalty oath, and three letters of recommendation by your contract date. The West Georgia Faculty Handbook and Statutes should be consulted for coverage of relevant policies and expectations.

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.

Whether you are being hired for the first time or returning, you must go by the Human Resources Office to complete or confirm taxes and benefits election forms if applicable. If you have formerly been employed at the University of West Georgia, all other formal preliminary requirements for this office are on file. If you are new to West Georgia, you must also complete at Human Resources an Employment Eligibility Verification Form (I-9) prior to beginning work. For the I-9, a driver’s license or a passport is needed, along with either a social security card or a certified copy of a birth certificate. If you are a non-resident alien appropriate INS documentation authorizing you to work in the United States must be produced at least thirty days prior to the effective date of your appointment.

If you accept this offer, please sign below and return this letter to me within ten days of this letter’s date. You may wish to retain a copy for your records.

The faculty and staff of the Department of _________ look forward to having you join us at the University of West Georgia.

Sincerely yours,

Dean or Director

CERTIFICATE OF ACCEPTANCE

I understand and (accept) (do not accept) this offer of employment

_________________________________________   ______________________________
Signature                                      Date
(10-01-2012)
Appendix Q

Employment Verification for a Retiree Returning to Work FT/PT/Temporary

This form must be completed annually by the employer for a retiree who continues to work full-time/part-time or temporarily. As an employer if you hire a retired TRS member who is collecting a retirement benefit and should not be, you will be responsible for paying TRS the amount of benefits paid to the retiree during that period. Please complete the front and back of this form.

▼ To Be Completed by ALL EMPLOYERS -- please print clearly

Retiree Social Security Number: ___________ ___________ ___________ ___________

Retiree Last Name ___________________________ First Name ___________________________ Middle Name ___________________________

Home Address ___________________________ / ___________ City ___________________________

State ___________________________ / Zip ___________________________ Home Phone number ___________________________ Day Time Phone number ___________________________

▼ For PART-TIME Employment

☐ Hourly
Anticipated Date of Employment ___________________________
Current Position/Title ___________________________
Contract Days ___________________________
Hourly Rate of Pay ___________________________
Full-time Annual Salary ___________________________
Part-time Annual Salary ___________________________

☐ Salaried
Anticipated Date of Employment ___________________________
Current Position/Title ___________________________
Full-time Monthly Salary ___________________________
Part-time Monthly Salary ___________________________

▼ For Board of Education FULL-TIME Employment

Current Position/Title ___________________________
Anticipated Date of Employment ___________________________ Anticipated Monthly Salary ___________________________
School Retired From/Principals Only ___________________________
Name/Address of Hiring School (principals only) ___________________________
Employment Verification for a Retiree Returning to Work FT/PT/Temporary cont.

▼ For TEMPORARY Employment

Employment Date Range ____________________________ (can only work 3 months full-time in a fiscal year)
Anticipated Monthly Salary ____________________________ Regular Monthly Salary for Position ____________________________
Current Position/Title ____________________________

▼ For Substitute Classroom Teaching Positions

Rate of Pay ____________________________

▼ For DOE, TCSGA and BOR

Current Position/Title ____________________________
Monthly Salary ____________________________
Select Retirement System:
☐ Teachers Retirement System
☐ Employees' Retirement System
☐ Public School Employees' Retirement System
☐ Optional Retirement Plan

If retiree is employed on a part-time basis, please complete the Part-Time Employment section on the first page.

▼ For Classroom Aide/Para-Professional Employment

Full-Time Hours for Position ____________________________
Anticipated Hours for Position ____________________________
Hourly Rate of Pay ____________________________

▼ To Be Completed by HR Director or Superintendent only

I certify that the employment of this TRS retiree is in compliance with the requirements of O.C.G.A. 47-3-127.

__________________________________________
Please print name clearly ____________________________ Title ____________________________
__________________________________________
Signature ____________________________ Date ____________________________
__________________________________________
Employer ____________________________
__________________________________________
Telephone Number ____________________________
Academic Affairs - Process to Hire New Faculty

This form should remain on top of the faculty paperwork throughout the hiring process

College ____________________________________________

Department __________________________

Position __________________________

Position # __________________________

Step 1- Initial Budget Approval: Receive initial approval to search from the Provost

Step 2- Budget and Position Check: Initiate and complete the search

Submit the following to the Office of the Provost

- Critical Hire form
- Separation PAR

The following approvals are needed before proceeding with step 3

- Approved through respective office if split-funded (eCore, Grants, Special Initiative, or Honors)
- Academic Affairs Budget
- Provost

Once signed approvals are received, please do the following:

- Begin the search
- Select the candidate
- Make a verbal offer to the candidate (if necessary, receive permission from the Provost for any variance from the Critical Hire form)

Step 3- Complete the Hiring Process: Verify credentials, budget, and letter of offer

Submit the following to the Office of the Provost

- ATE
- Budget Amendment/Transfer (if applicable)
- TRS Approval form, if applicable (for retired faculty only—must be TRS approved before hire)
- PAR (for joint appointments, an Employment Compensation Agreement form in lieu of PAR)
- Draft Letter of Offer
- Copy of Vita
- Unofficial Transcripts (official transcripts, if they are readily available)
- Advance Data for Banner form (will be pulled from first step to load into Banner)
- Authorization Form for Consumer Reports

The following approvals are needed before proceeding with step 4

- Academic Affairs Budget
- Budget Office
- Academic Affairs Credentials Verification
- Provost
- President

Step 4- Complete the Hiring Package

- Fax and mail letter of offer to the candidate, to be returned within 10 days
- Collect the following documents (please keep in this order)
  - Budget Amendment/Transfer (if applicable)
  - Original, approved ATE
  - Original, signed PAR
  - Original, signed letter of offer
  - Security Questionnaire
  - Original Affirmative Action Checklist (for FT faculty only)
  - Applicant Clearinghouse form (for FT faculty only. Send copy to HR as well)
  - Three signed original or electronic letters of recommendation
  - Vita
  - Official Transcripts

- Submit complete packet to the Office of the Provost

Office of the Provost submits PAR and Budget Amendment to Budget Services after appropriate signatures are obtained