



08.111

**Recruitment and Selection of Exempt from the Human Resources Act (EHRA) Non-Faculty Positions**

Authority: Chancellor

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Source of Authority: 41 CFR Part 60-1; UNC Policy Manual 600.3.4

Related Links: Affirmative Action Plan; Criminal Background Checks Policy

Responsible Office: Human Resources

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**I. Purpose and Scope**

This policy establishes guiding principles for the recruitment, selection, and hiring practices for all EHRA non-faculty positions at UNCW excluding the position of Chancellor. The intent of this policy is to ensure consistency and compliance with applicable federal, state, and local laws, and regulations including those prohibiting discrimination and in accordance with applicable affirmative action plans and UNCW Policy [02.230 Equal Opportunity and Affirmative Action](#).

**II. Policy**

The University of North Carolina Wilmington (UNCW) is committed to attracting, selecting, and hiring the best-qualified candidates for EHRA non-faculty positions. UNCW will pursue fair and active recruitment and selection processes based on affirmative action principles and inclusive excellence for all EHRA non-faculty recruitments to ensure equal employment opportunity, diversity, and affirmative action goals are addressed. Over time, these fair and active recruitment and selection practices should result in UNCW workforce demographics that mirror the labor market availability. Success is demonstrated by recruitment that actively includes people from historically under-represented (underutilized) groups, along with the selection and appointment of the most highly qualified candidates through a competitive process free from discrimination based on any protected status.

The Talent Acquisition team in Human Resources is the unit responsible for providing oversight of the recruitment efforts and hiring of EHRA non-faculty positions in compliance with applicable federal, state, and local laws and regulations.

### III. Special Recruitment and Selection Requirements

- A. All EHRA non-faculty recruitment and selection processes are subject to the provisions of [G.S. § 128-15](#), which provides for preference in employment for veterans of the United States military service and their spouses and widows or widowers.
- B. All EHRA non-faculty recruitment and selection processes are subject to UNCW Policy [08.190 Employment of Related Persons \(Anti-Nepotism\)](#).
- C. All EHRA non-faculty positions are subject to the UNC Policy Manual and Code [300.2.7 Regulation on Recruitment of Employees from Other Campuses within the University of North Carolina](#). This regulation applies to any UNCW decision to employ a full-time EHRA non-faculty employee who is, at the time of selection, employed with another UNC campus or entity. See Standard Operating Procedure (SOP) 'Recruitment of Employees from Other UNC Campuses' [HR TA 1.1](#)

### IV. Definitions

- A. Exempt from the Human Resources Act (EHRA) non-faculty position types:
  - 1. Senior Academic and Administrative Officers (SAAO) Tier I Positions: As defined by Section 300.1.1 of the UNC Policy Manual and Code, SAAO Tier I positions generally include the Chancellor, Vice Chancellors, Provosts, Deans, General Counsel, and other directors of major administrative, educational, research and public services activities. These administrative positions serve at the discretion of the Chancellor, are at-will, not appointed to serve for a specified time period, and are not required to have tenure (see UNCW Policy [03.220 Separation and Retreat Policy for Academic and Administrative Officers](#)).
  - 2. SAAO Tier II Positions: As defined by Section 300.1.1 of the UNC Policy Manual and Code, SAAO Tier II positions generally include members of the Chancellor's professional staff, Associate and Assistant Vice Chancellors, Associate and Assistant deans, and other administrative positions. These administrative positions serve at the discretion of the Chancellor, are at-will, not appointed to serve for a specified time period, and are not required to have tenure (see UNCW Policy [03.220](#)).
  - 3. Instructional, Research and Information Technology (IRIT) positions: As defined by Section 300.2.1 of the UNC Policy Manual and Code, IRIT positions generally include instruction, organized research, agricultural research, public service, academic support, student services, student health service physicians (without faculty appointments), institutional support, area health education centers, the library, and information technology. These positions serve at the discretion of the Chancellor, are at-will, and not appointed to serve for a specified time period. The Chancellor or Chancellor's designee has delegated authority to make appointments and determine salaries for this position type.

- B. Applicant Tracking System (ATS): The electronic platform used to post vacant positions, collect applications, and maintain recruitment data in support of all searches conducted at the university. Roles associated with processing a vacant position action through the ATS are as follows:
1. Assistant/Coordinator: The designated department representative who enters actions into the ATS.
  2. Department Budget: The designated department budget representative who approves budget actions at the department level.
  3. Division Approver: The designated division budget representative who approves budget actions at the division level.
  4. AARM: The designated unit responsible for review of any EHRA non-faculty position/posting that has a faculty component.
  5. University Budget: The designated university budget representative who approves budget actions at the university level.
- C. Approval Authority: The Chancellor, Vice Chancellors, Deans, Directors, and/or other designees who exercise approval authority for the initiation of recruitments for budgeted EHRA non-faculty positions.
- D. Hiring Authority: The named supervisor or the designated next higher-level supervisor for an EHRA non-faculty position being recruited.
- E. Internal Search: A position posting where only existing UNCW employees in a benefit-eligible position are permitted to apply.
- F. Minimum Required Posting Period: A minimum of ten (10) calendar day posting period is required for all EHRA non-faculty positions.
- G. Waiver of Recruitment: A process in response to an extenuating circumstance wherein a specific individual may be hired without a competitive search.

## V. **Pre-Recruitment - Initiating a Search**

- A. Authorization: The Chancellor, Vice Chancellors, Deans, Directors and/or another designee may authorize the initiation of recruitments for regular budgeted EHRA non-faculty positions for their respective division, department, college, or school.
- B. Position Description Action: When a new position or an existing position vacancy is authorized for recruitment, the designated division, department, college, or school Assistant/Coordinator completes an action requesting review of new or updated position description prior to beginning recruitment. See SOP 'Job Posting Guidelines' [HR TA 1.2](#).
- C. Job Posting: Job postings must conform to the guidelines specified in SOP [HR TA 1.2](#) and be posted for the Minimum Required Posting Period. In addition, all job postings must include the UNCW EEO/AA statement as well as information about required background checks and E-Verify.

D. Search Committee Formation: A search committee must be used when filling EHRA non-faculty positions. The Hiring Authority for a vacant EHRA non-faculty position is responsible for initiating the recruitment search committee process, forming the search committee to fill the vacant position, and adhering to the requirements in SOP [HR TA 1.3](#), 'Recruitment Planning.' The search committee is responsible for reviewing application materials for advertised requirements and screening for minimum and preferred qualifications as indicated in the position posting. Each search committee member is required to maintain confidentiality of applicant information, which is protected under North Carolina privacy laws. Each search committee member is required complete training and to sign a confidentiality agreement pertaining to the search. See detailed information in SOP [HR TA 1.4](#), Search Committee Formation.

1. A search committee must be used when filling all EHRA non-faculty positions. Composition of the search committee will be determined by the type of position to be filled, pursuant to the procedures associated with this policy.
2. The respective hiring authority should make every effort to form a search committee that includes a group of diverse members who can participate fully and provide a fair and equitable search process to all candidates who apply.
3. All search committee members must obtain approval from their direct hiring authority before agreeing to serve on a search committee.
4. In some circumstances, search committees may be subject to the open meetings law. The search committee chair should discuss the application of the open meetings law to the specific committee with General Counsel.
5. In some circumstances, the hiring authority may choose to participate on the search committee. If this happens, the next higher level of Hiring Authority is designated as the decision-maker for selection of the successful candidate.
6. Search committees are appointed by the hiring authority and perform their work in concert with departmental search committee practices not in conflict with policy provisions. It is recommended that search committees consist of at least three persons, and it is recommended that diverse and informed stakeholders be included in the search process.
7. Search committees should be composed of individuals with discipline specific backgrounds and/or in-depth knowledge of the position. Typically, these individuals will be from the department with the vacancy, however, committee members from external departments with a key interest in the role may be appointed.
8. Consistent with the goal that search committee members be determined

primarily based on their knowledge of the position, search committees should include diverse perspectives with balanced participation of stakeholders inclusive of people of various demographic backgrounds including women and minorities.

9. The Hiring Authority and/or department director charges the search committee by providing them with an overview of the position and discussing the required and preferred education, experience, and skills. The committee will also be instructed whether to forward a certain number of top candidates or if the committee is responsible for recommending the final selection.
10. The search committee is responsible for reviewing application materials for advertised requirements and screening for preferences indicated in the position posting. Each committee member independently reviews the materials to determine recommended candidates before meeting to discuss and compare selections with other committee members. The search committee should reach consensus on all applicants to be interviewed or referred to the Hiring Authority. Each search committee member is required to maintain confidentiality of applicant information, which is protected under North Carolina privacy laws. Each search committee member is required to sign a confidentiality agreement when serving on a search committee which is provided after search committee training.
11. Each search committee member must complete search committee training at the outset of the search to familiarize themselves with aspects of equal employment practices and learn about good interviewing processes and techniques. The training is required one time per fiscal year (**July 1 to June 30**) so if a person serves on multiple search committees across the year, the training is only required once.

E. Hiring Authority Responsibilities:

1. Equal Employment Opportunity/Affirmative Action: The Hiring Authority for a vacant EHRA non-faculty position is responsible for reaching out to their assigned Talent Acquisition consultant to review department diversity needs and plan for EEO/AA goal attainment for the unit/position type at the outset of the search. The consultants are available to discuss strategies for advertising, outreach, and search committee focus. See 'Recruitment Planning' SOP [HR TA 1.3](#).
2. Selecting search committee members comprised of at least three people who understand the key functions of the position and offer diverse perspectives and informed opinions of necessary and desired qualifications.
3. Identifying and appointing the search committee chair and providing guidance and oversight as needed throughout the search process.
4. Conducting a search committee charge meeting that outlines expectations and

goals for a successful search and setting an anticipated timeline for the search.

5. Ensuring the search committee implements outreach strategies aimed at attracting diverse and highly qualified applicants.

F. Search Committee Training: Each search committee member must complete annual search committee training (on a fiscal year basis, July 1 to June 30) reviewing equal employment metrics and affirmative action practices, interviewing protocols, and techniques to run effective recruitments prior to the onset of the search.

## **VI. Final Appointment Authority**

A. Final appointment authority depends on the status of the position under recruitment, as specified below:

1. SAAO I Officers: Final appointment authority is exercised by the Board of Trustees based on recommendation by the Chancellor, Provost, or division vice chancellor as appropriate and is coordinated with the HR Talent Acquisition team.
2. SAAO II Officers: Final appointment authority is exercised by the Chancellor on the recommendation of the Provost or division vice chancellor, is processed through the ATS and facilitated in collaboration with the HR Talent Acquisition team.
3. IRIT: Final appointment authority is exercised by the Provost or division vice chancellor on the recommendation of the Hiring Authority and is processed through the ATS in collaboration with the HR Talent Acquisition team.

## **VII. Exceptions to Standard Recruitment Requirements**

A. Waiver of Recruitment: The university is committed to the open recruitment of vacant positions that afford continuing employment and benefits in order to ensure equal employment opportunity. However, under limited circumstances, a waiver of recruitment may be allowed when one of the following extenuating conditions applies:

1. Prevent a critical work stoppage: To acquire the services of an individual critical to institutional needs when operating requirements are immediate and a public search would result in undue delay or disruption. Waivers based on critical work stoppage are valid only for a period of *one year* and, if continuing, the position in question must be subject to an open recruitment before the end of the one-year appointment period. Term appointments for the employee waived into a teaching role will be made as a one-year lecturer. The term-appointed employee may compete for the position during the open search but may not be waived into the position beyond the one-year appointment.

2. Obtain special skills: To acquire the services of an individual whose academic, research, or professional qualifications are responsive to an express need of the institution and are so noted in their discipline as to negate a reasonable presumption that a better qualified candidate would result from an open search.
3. Other compelling circumstances: The Chancellor may waive recruitment for any position defined in UNC Policy 300.1.1, Section I-B, or in UNC Policy 300.2.1 for other compelling circumstances deemed to be in the institution's interest. Waivers pertaining to positions defined in UNC Policy 300.1.1, Section I-A, are subject to the express prior approval of the UNCW Board of Trustees.

B. Documentation: A request for a Waiver of Recruitment requires completion of the Waiver of Recruitment Approval Form and submission of additional written documentation regarding the qualifications of the individual recommended for waiver and other relevant details that support the special condition selected. The request for waiver requires the express written concurrence of the Hiring Authority, the EEO/AA officer, Approval Authority, and the Chancellor (if required).

### **VIII. Preparing Job Postings and Placing Job Posting Advertisements**

A. Job Postings: An EHRA non-faculty job posting is created in the ATS as directed by the hiring authority. HR Talent Acquisition team members are available to assist departments in the preparation of job postings. Job postings must conform to the following guidelines, including appropriate EEO/AA statements.

B. Job Posting Requirements: To ensure compliance with UNCW 02.230 Equal Opportunity and Affirmative Action policy and federal and state law, EHRA non-faculty job postings must include the following elements:

1. Job working title.
2. Name of the department filling the vacancy.
3. A brief summary of work for the position that includes a description of role, principal and essential duties, responsibilities, and functions.
4. Minimum education and experience requirements.
5. Preferred education, knowledge, skills, and experience.
6. EHRA non-faculty job postings are posted on the HR website and advertised externally in diverse publications for the Minimum Required Posting Period, or for an extended period of time if the department so chooses.
7. All job postings for EHRA non-faculty positions appearing on the HR website will include the UNCW EEO/AA statement as follows:

***At the University of North Carolina at Wilmington (“UNCW”), our culture reflects our values of inclusion, diversity, globalization, ethics and integrity and innovation. UNCW provides equal educational and employment opportunity and prohibits discrimination, harassment or retaliation based***

*on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information, or disability. UNCW recognizes that an effective and efficient institution requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels through equal employment opportunity planning activities. Embracing the unique contributions of our faculty, staff and students is critical to our success and paramount to being recognized as a global contributor. This policy prohibits all forms of discrimination based on a person's protected status as established by the laws.*

Other external advertising can include a briefer statement for in-line text ads, e-mail or electronic job board ads as follows:

*UNCW is an equal employment/affirmative action employer or EEO/AA Employer.*

- C. Background Check and E-Verify: All job postings include information for applicants about the requirement for background checks and E-Verify as follows:

*Final candidates for employment at UNCW are subject to criminal & sex offender background checks. Some vacancies also require credit and motor vehicle checks. UNCW participates in E-Verify. Federal law requires all employers to verify the identity and employment eligibility of all persons hired to work in the United States.*

- D. Special Instructions: All job postings may include any special instructions, requests, or notes that applicants need to follow or be aware of when applying for a job posting and submitting applications through the online ATS at jobs.uncw.edu.

- E. Salary Range: A salary range is not typically published in an EHRA non-faculty job posting unless the purpose is to calibrate a candidate's expectations about material salary constraints in relation to market competitiveness. If a salary range is specified in the job posting, the department is limited to offering a starting salary that does not exceed the maximum salary posted.

## **IX. Placing Job Posting Advertisements**

- A. Advertisement venues that reach underrepresented groups in the workforce are provided to expand the university's diversity outreach strategies for attracting a highly qualified and diverse applicant pool. Examples of outlets that are provided for all recruitments include the following:

1. UNCW website
2. Chronicle of Higher Education
3. HERC (Higher Education Recruitment Consortium)
4. HigherEdJobs.com
5. NC Works

6. Diverse Issues in Higher Education
7. NorthCarolinaDiversity.com

- B. The hiring department is responsible for the cost of any additional external advertising beyond the advertising sources listed above. Departments may choose to have the departmental Assistant/Coordinator work with our external advertising partner (currently Graystone Advertising) to advertise job postings with any additional external venues. The hiring department is responsible for paying Graystone directly for additional posting services. Search committee members may also use their extended networks to attract and invite qualified candidates.
- C. The designated departmental Assistant/Coordinator is responsible for creating the job posting in the ATS and submitting the action through the ATS for posting by Talent Acquisition. The Assistant/Coordinator serves as the department's primary contact for coordinating search processes.
- D. Opportunities for EHRA non-faculty administrative appointments available only to current UNCW faculty will be indicated by on-campus advertisements on the job portal and/or the through respective dean's office.

#### **X. Pre-screening, Screening, Interviewing, Evaluation and Selection**

- A. **Pre-screening:** Appropriate preparation is required to ensure committee members have completed their annual search committee training (if not already fulfilled) and are informed of the process being used by the committee to screen applicants prior to beginning their review. See SOP [HR TA 1.5](#) 'Guidelines for Interviewing Job Applicants' for additional guidance on interviewing candidate.
- B. **Screening:**
  1. The search committee should set achievable timelines for the review of applications to ensure all candidates are reviewed and considered fairly and excessive time does not pass prior to outreach.
  2. The search committee must use established and consistent job qualification criteria by which all applicants will be evaluated and selected for the interviewing stages of the hiring process. See detailed information in SOP [HR TA 1.4](#), 'Search Committee Formation'.
- C. **Evaluation:**
  1. During the final stage of the interview process, the search committee reviews each of the candidates to prepare to recommend most qualified candidates.
  2. Search committees and hiring managers should make efforts to be aware of and work to manage their unconscious bias. It is critical for people to recognize their subjective thoughts and adhere to fact-based decision making. Becoming aware of one's feelings and emotional responses to candidates which may negatively or positively impact a person's perception of candidates' strengths and weaknesses should remain top of mind through the search process.

3. Engage in open discussion as a full committee about the strengths and weaknesses of top recommended candidates or areas of concerns about the candidates to provide comprehensive review of the top recommended candidates to the hiring authority.
- D. Each search must undergo an EEO/AA review where the race and gender demographics of the entire applicant pool are compared to the race and gender demographics of the pool from which the final interview pool will be selected. The EEO/AA review must be conducted on the next-larger pool of candidates from which the department anticipates selecting on-campus interview candidates.
1. To ensure EEO/AA certification of the applicant pool, the department must forward names of individuals who will participate in preliminary interviews prior to conducting those interviews. This is accomplished by selecting candidates selected for interview and forwarding the posting for review through the ATS prior to conducting any interviews.
  2. The HR Talent Acquisition team will analyze the entire applicant pool by race and gender and compare demographics of the applicant pool to the demographics of the initial interview pool.
    - i. Second Look Applicants. Where the representation of women or minority candidates in the initial interview pool is less than in the entire applicant pool, the reviewing representative will advise the search committee on appropriate mechanisms to determine whether substantially equally qualified minority or women candidates are in the non-selected pool to ensure their continuing consideration (“Second Look Applicants”).
  3. EEO/AA approval of the applicant pool must be obtained prior to inviting candidates for initial interviews. If the HR Talent Acquisition team, as designated by the EEO/AA Officer, does not approve the pool, the Hiring Authority and search committee chair (if appropriate) must meet with a HR Talent Acquisition consultant to determine whether to extend the search, limited applicants, re-advertise, or some other option in order to rectify any discrepancies in the applicant pool.
    - i. Search committees may employ preliminary interviews, work sampling exercises, etc., to determine which candidates will be considered for on-campus interviews. Search committees must be mindful of the tools they employ for evaluation of candidates to ensure fairness and equity is provided for all candidates and compliance with regulations. The Talent Acquisition team is available to review interview questions or work sampling exercises as requested. These additional documents must be retained and included in the final search file maintained by the hiring department. (See record retention section).
  4. Selection of a candidate for employment must be based on qualifications and objective demonstration of the potential for meaningful contributions to the department. If there are two or more substantially equally qualified finalists, an

individual who qualifies for Veteran's Preference will be offered the position. Applicants claiming veteran's preference are asked to forward their DD-214 documents to HR when they apply for a position under recruitment.

5. References should be checked by one person and the same standardized set of reference questions should be used with all references contacted. Word of mouth or informal reference checking should not be done.

## **XI. EEO/AA Certification and Preparing to Offer**

- A. The Hiring Authority must receive EEO/AA certification of the search process prior to making a hiring offer and conducting a background check on the recommended candidate. EEO/AA certification is based on the Hiring Authority's hiring proposal, as detailed in 'Recruitment Planning' SOP [HR TA 1.3](#).
- B. After on-campus interviews with finalists are completed, the search committee should assemble all the search committee activities into a summary report that includes the committee's recommendation to the Hiring Authority. The Hiring Authority or designee uses the recommendation from the search committee to create the hiring proposal, which is submitted through the ATS for all required approvals. The hiring proposal and search process are reviewed and an authorization to offer is provided by the HR Talent Acquisition team for all EHRA non-faculty positions for EEO/AA certification of the search process. The following information must be documented in the hiring proposal and submitted through the ATS:
  1. A summary of the search process including methods used to increase the diversity of the applicant pool, screening measures, and selection criteria.
  2. Comparative evaluation of on-campus interview candidates including brief rationale for selection decision.
  3. A summary of the references completed for the recommended candidate.
- C. An HR Talent Acquisition team member will review the submitted hiring proposal to ensure all necessary information has been provided to support the selection of the finalist. If the hiring proposal is complete, HR Talent Acquisition will provide an EEO/AA certification of the search process in the ATS, which generates an automatic e-mail notification to the hiring department with the Authorization to Offer and confirms EEO/AA certification of the search process.
- D. If HR Talent Acquisition, in consultation with the EEO/AA Officer, cannot provide the EEO/AA certification of the search process, the Director of Talent Acquisition shall consult with the hiring authority to determine if remedial measures can be taken to restore the search process. In the absence of agreement on corrective measures, the Director of Talent Acquisition, in concurrence with the EEO/AA Officer, has the authority to cancel the search process, upon notification to the division Vice Chancellors, or Chancellor, as appropriate.

## **XII. Documenting Selection Decisions and Conveying Employment Offers**

- A. All appointment recommendations are sent as a hiring proposal via the ATS. Additional approvals from the Chancellor and/or the UNC System Office will be obtained by HR Talent Acquisition prior to sending the authorization to extend an offer through the ATS.
- B. Extend Contingent/Verbal Offer. The Department Hiring Authority may extend a contingent/verbal intent to offer after receiving EEO/AA approval from Talent Acquisition. The contingent/verbal offer to the prospective candidate confirms preliminary agreements as to employment status, salary, effective date of employment, and moving expenses (if authorized). Such information should include a caveat that the offer is contingent upon successful completion of all background screening that includes, but is not limited to, criminal background check, academic credential verification, etc., and is subject to final approval by appointment authority. This step should be closely coordinated with the HR Talent Acquisition team to ensure consistency in pertinent terms and conditions of employment at the time of contingent/verbal intent to offer.
- C. Upon a candidate's acceptance of a job offer, the hiring department must submit notice via the ATS.
  - 1. Confirmation of acceptance of the job offer is entered and submitted by the hiring department in the ATS, which prompts an e-mail notification to the HR Talent Acquisition team of the candidate's formal acceptance of the offer.
  - 2. Information is provided including agreed-upon start date and salary.
  - 3. The Hiring Authority is responsible for notifying each finalist candidate not selected to fill the position about his or her status.
- D. HR Talent Acquisition will generate the official appointment letter that includes all pertinent terms and conditions of employment as required by the UNC Policy Manual and Code, [Chapter 300 Personnel Policies](#) and send to the candidate for signature.
  - 1. The HR Talent Acquisition team generates the official appointment letter in the ATS and sends to the candidate for electronic signature.
  - 2. Onboarding outreach and communication to the candidate is initiated upon receipt of the signed appointment letter,
  - 3. The HR Talent Acquisition team initiates and completes the credential verifications within 90 days of the new employees hire date.

### **XIII. Recruitment of Employees From Other Campuses Within the University of North Carolina System**

- A. If a selected candidate is an employee at another UNC campus, in accordance with the UNC Policy Manual 300.2.7, prior to making a formal written offer of

appointment to an intended employee, UNCW must give notice of intent to offer to the campus at which the appointee is currently employed. The notice shall be provided by the UNCW Vice Chancellor supervising the programmatic area making the offer to the Vice Chancellor supervising the programmatic area in which the employee is assigned at their home institution.

- B. The recruiting campus may, simultaneously with notifying the campus at which the appointee is currently employed, tender an offer to the candidate. The campus at which the appointee is currently employed may, within five (5) days of the notice, request the terms of the offer. If a request for terms is not made within the five-day period, then after that time, the recruiting campus may finalize a contract. In the event that the campus at which the appointee is currently employed requests the terms of the offer, UNCW shall send the information outlined in paragraph 4 of the UNC Policy Manual 3002.27. The recruiting campus may not finalize a contract until five (5) days after receipt of the terms of the offer by the currently employing campus.
- C. No offer of appointment covered by this section paragraph shall be made within 90 days of the commencement of the academic semester in which service is to begin unless mutually agreed upon by authorized campus officials.

#### **XIV. Record Retention**

- A. At the conclusion of the search, the committee chair is responsible for collecting all the search process documentation, including individual search committee member documentation into a single file that is then forwarded to the hiring department representative for retention.
  - 1. Non-Foreign National. The hiring department must retain the compiled search file for three years after the calendar year in which the records were created. Upon expiration of the three-and-one-half year retention period, the materials should be scheduled for confidential destruction, such as confidential shredding.
  - 2. Foreign National. At the conclusion of the search, the committee chair is responsible for collecting all the search process documentation, including individual search committee member documentation into a single file that is then forwarded to the hiring department representative for retention. The hiring department is responsible for retaining the compiled search file for a period of five years after the calendar year in which the records were created. Upon expiration of the five-year retention period, the materials should be scheduled for confidential destruction, such as confidential shredding.
  - 3. Human Resources. HR retains a record of all online employment application materials, EEO/AA analyses, and job postings.