



08.111

Recruitment and selection of EPA and Faculty Employees

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

I. Purpose

To specify recruitment and selection procedures that are consistent with the UNCW EEO/AA Policy and UNC Policy Manual.

II. Scope

This policy applies to all permanent and time limited (1) Senior Academic and Administrative Officers (SAAO), (2) EPA instructional and research, and (3) nine-month teaching faculty positions.

III. Initiating the Search

- A. Deans exercise authority to initiate recruitment for budgeted EPA non-faculty and faculty positions within the college or schools. The Chancellor and Vice Chancellors exercise authority to initiate recruitment for budgeted EPA positions within their divisions.
- B. A Department Chair, Director, or other appropriate official must request and receive authorization to recruit. A search is initiated when the Dean or Vice Chancellor notifies the Department Chair, Director, or other appropriate official of approval to recruit in writing. The authorization letter should designate the Hiring Official and Search Reviewer and specify the title and position number. A copy of the authorization letter must be forwarded to Human Resources.

- C. The Hiring Official is typically the Department Chair (for teaching faculty) or the immediate supervisor of the subject vacancy (for EPA non-faculty). The Hiring Official is responsible for undertaking the search, identifying and charging the search committee, implementing outreach strategies to ensure a diverse applicant pool, recommending the candidates to be interviewed, and recommending the final candidate(s) to the Search Reviewer.
- D. The EEO/AA Officer (or designee from Human Resources) will be available to meet with the Hiring Official for process review at the onset of each search. The EEO/AA Officer's role is to assist in viewing vacancy announcements and advertisements, to train and orient search committees on the ConsensusTM software and applicable employment laws, to provide sample interview questions and prohibited interview topics, guidance on reference checks, and approval of any job sampling exercises. In the final stages of the search process, the EEO/AA officer is responsible for reviewing the applicant pool, ensuring that the hiring official has complied with the EEO/AA policy, and approving of the overall search process from an EEO standpoint.
- E. The Search Reviewer is typically the next higher person in the chain of supervision to whom the Hiring Official reports. This presumes that the Search Reviewer is an official at or above the level of Department Chair or Director (i.e. for a faculty position, the search reviewer is typically the Dean unless the Dean is serving as hiring officer). The Search Reviewer receives and approves the recommendations of the Hiring Official and is responsible for obtaining final university approval, as noted below. The Search Reviewer is responsible for taking a comparative review of all on-campus interview candidates in order to certify the university has selected the best qualified candidate.

IV. Final Appointment Authority

- A. Final appointment authority depends on the status of the position under recruitment, as specified below:
 - 1. For tenure-track faculty, final appointment authority is exercised by the Board of Trustees on the recommendation of the Provost and the Chancellor.
 - 2. For senior academic or administrative officers as defined by UNC Policy 300.1.1, Section I-A (so-called *SAAO I* officers), final appointment authority is exercised by the Board of Trustees based on recommendation by the Chancellor, Provost, or divisional Vice Chancellor as appropriate.
 - 3. For senior academic or administrative officers as defined by UNC Policy 300.1.1, Section I-B (so-called *SAAO II* officers), final appointment authority is exercised by the Chancellor on the recommendation of the Provost or division Vice Chancellor.

4. For EPA instructional or research employees as defined by UNC Policy 300.2.1, final appointment authority is exercised by the Provost or division Vice Chancellor on the recommendation of the Search Reviewer.

V. Waiver of Recruitment

- A. In order to ensure equal employment opportunity, the university is committed to the open recruitment of all vacant positions that afford continuing employment and benefits. However, under limited circumstances, a waiver of recruitment may be allowed when one of the following conditions applies:
 1. To 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 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 on a long term basis.]
 2. To 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. All waivers of recruitment require written documentation that outlines the special circumstance (above) that applies and which details the qualifications of the individual recommended for appointment. The request for waiver requires the express written concurrence of the Search Reviewer, the EEO/AA officer, the final appointment authority, and the chancellor (if required).

VI. Guidelines for Preparing Advertisements

- A. A vacancy announcement is drafted by the hiring official and/or search chairperson. Advertisements require prior approval of the search reviewer and must conform to these guidelines, including appropriate EEO/AA statements. The EEO/AA representative in Human Resources is available to assist departments in preparing advertisements, on request.

- B. To ensure compliance with Federal law and State and University policies, advertisements must include the following elements:
 - 1. Description of role, including essential functions, principal duties and responsibilities;
 - 2. Description of minimum and preferred qualifications and attributes;
 - 3. Priority consideration date. (For positions recruited nationally, the open recruitment period is typically 30 calendar days and must be no less than seven workdays after the latest publication date. For EPA and Faculty positions, the objective is to start the screening process; not state a deadline for applications. If time is of the essence, departments are at liberty to state a deadline, provided they understand this will preclude the department from considering applications received after the deadline without re-advertising the position);
 - 4. An EEO/AA statement commensurate with the length of the advertisement:
 - a. UNCW actively fosters a diverse and inclusive working and learning environment and is an equal opportunity employer. Qualified men and women from all racial, ethnic, or other minority groups are strongly encouraged to apply. (Appropriate for display ads that include descriptions of the university in addition to position descriptions and requirements.)
 - b. UNCW is an equal employment / affirmative action employer. (Appropriate for briefer in-line text ads.)
 - c. EEO/AA Employer (Appropriate for abbreviated e-mail or electronic bulletin board ads only.)
 - 5. Instructions for submitting applications or letters of interest

C. Special Note on Salary Ranges

Typically, salary ranges are not specified in EPA and faculty ads, unless the objective is to limit the recruitment pool to candidates who are likely to accept

the position, given material salary constraints in relation to expected market value. If an explicit salary range is specified, departments may not exceed the maximum salary advertised.

VII. Placing Advertisements

- A. Advertising venues should be consistent with academic discipline and labor market practices. To simplify advertisement and billing, Human Resources will place ads directly with vendors – eliminating the requirement for departments to process purchase requisitions.
- B. The Hiring Official must forward the vacancy announcement (together with position number) to Human Resources, along with the names of selected publications or websites, dates of advertisement, and search reviewer approval of the ad, and account number for billing purposes. Human Resources will place the ad, confirm the ad placement with the department, and direct charge the departmental account specified when vendor invoices are received.
- C. Hiring Officials, with the concurrence of the Search Reviewer, determine where position advertisements should be placed:
 - 1. Vacancy announcements for faculty positions must be posted in print in a national professional journal. The Chronicle of Higher Education remains a primary advertising outlet for many disciplines – but may be replaced with academic or professional journals in disciplines where such journals are the “definitive” source for position announcements.
 - 2. On-line job postings may provide the most effective notice of a particular vacancy and are permissible under UNCW policy, but may not replace a national print ad for a faculty position. Human Resources will post all vacancy announcements on the university’s Employment web page.
- D. Following appropriate and specific outreach strategies in departmental recruitment plans, advertisements should also be placed with organizations or publications to ensure a diverse applicant pool. Examples include forwarding notices to counter-part senior administrators in peer institutions, to placement offices of Ph.D. granting institutions, or to individuals listed in the “*Directory of Women and Minorities in Higher Education*.”
- E. Opportunities for administrative appointments available only to UNCW faculty will be indicated by on-campus advertisements on Human Resource’s employment webpage and/or the respective dean’s office.

VIII. Role and Composition of Search Committees

- A. Search committees must be utilized to review and recommend candidates to the Hiring Official or to the Search Reviewer (if the Hiring Official serves as a member of the search committee). Search committees are appointed by the

Hiring Official. It is recommended that search committees consist of at least three persons.

- B. Search committees should be composed of individuals with discipline specific backgrounds or in-depth knowledge of the position. Typically these individuals will be from the department with the vacancy, however, external departments with a key interest in the role may be appointed.
- C. Where practical and consistent with the goal that search committee members be determined primarily on the basis of their knowledge of the position, search committees should include representation of women and minorities.
- D. The Hiring Official or Search Reviewer 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.
- E. The search committee is responsible for reviewing application materials for advertised requirements and screen for preferences that indicate the potential for success in the position. 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 Search Reviewer.
- F. Each search committee must meet with an EEO/AA representative from Human Resources at the outset of the search to familiarize them with aspects of equal employment practices.

IX. Screening and Selection Process

- A. Search committees may establish a date beyond which it is not practical to continue to review applications – any reasonable period after the “priority consideration date” – provided that all applications received after this date are treated in a similar manner and applicants are informed whether or not their application actually received consideration.
- B. Each search must undergo an EEO/AA review in which the race and gender demographics of the entire applicant pool are compared to the race and gender demographics of the pool from which it is anticipated that 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 request EEO/AA certification of the applicant pool, the department must forward to Human Resources the names of individuals who remain under consideration.

2. The EEO/AA representative will analyze the entire applicant pool by race and gender and compare the applicant pool to the profile of the quarter-final or semi-final pool.
 3. Where the representation of women or minority candidates in the quarter-final or semi-final pool is less than in the entire applicant pool, the EEO/AA 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 so as to ensure their continuing consideration.
 4. EEO/AA approval of the applicant pool must be obtained prior to identifying the final pool of on-campus interviews. If the EEO/AA officer does not approve the pool, the Hiring Official and Search Reviewer must meet with a Human Resources representative to determine whether to re-open the search, suspend the search, re-advertise, or some other alternative in order to rectify any discrepancies in the applicant pool.
- C. Search committees may employ reference checking, telephone interviews, or job sampling exercises to determine which quarter-final or semi-final applicants will be considered for on-campus interviews. Reference questions, telephone interview questions, or job sampling exercises should be the same for all candidates and should be included in search documentation. The EEO/AA representative can assist in preparing these instruments.
- D. When the search committee has selected a final pool of candidates for on-campus interviews, the Hiring Official forwards a list of proposed interview candidates and their qualifications to the Search Reviewer for approval.
- E. When interviewing on campus, it is recommended that the interviewer obtain a signed release authorizing the Criminal Background Check and forward it to Human Resources. A prompt check on all interviewees tends to avoid delays when making a hiring recommendation. A criminal background check may also be conducted prior to inviting the candidates to campus.
- F. The selection of a candidate for employment must be based on qualifications and organizational fit. 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 Human Resources when they apply on ConsensusTM.

X. EEO/AA Search Process Approval

- A. After on-campus interviews are completed, the search committee or Hiring Official forwards candidate qualifications and evaluations and the recommendation for hire to the EEO/AA Officer (or designee in Human

Resources) for EEO/AA certification of the search process. The following documentation is to be provided:

1. Composition of the search committee by name, title, and department.
 2. A summary of the search process including methods used to increase the diversity of the applicant pool, screening measures and selection criteria.
 3. Comparative evaluation of on-campus interview candidates including brief rationale for selection decision.
 4. Signed release for Criminal Background Check (if not previously sent to Human Resources.)
- B. In the event that the EEO/AA Officer does not approve the search process, the EEO/AA Officer shall consult with the Search Reviewer to determine if remedial measures can rehabilitate the search process. In the absence of agreement on remedial measures, the EEO/AA Officer shall have authority to suspend the search process, upon notification to Provost, division Vice Chancellor, or Chancellor, as appropriate.
- C. The EEO/AA Officer (or designee) will confirm EEO/AA certification of the search process to the Hiring Official in writing with a concurrent copy to the Search Reviewer.
- D. Human Resources will confirm the completion of the criminal background check.

XI. Documenting Selection Decisions and Conveying Employment Offers

- A. When EEO/AA search process approval is completed, the Hiring Official forwards a "Recommendation for New Appointment" to the Search Reviewer for approval, together with the following documents:
1. Composition of the search committee by name, title, and department.
 2. A summary of the search process including methods used to increase the diversity of the applicant pool, screening measures and selection criteria.
 3. Comparative evaluation of on-campus interview candidates including brief rationale for selection decision.
 4. Letters of Interest and Curriculum Vitae for all on-campus interview candidates.
 5. EPA/Faculty Personnel Data Sheet for recommended candidate.

6. Official transcripts and letters of recommendation (for faculty hires and EPA hires within Academic Affairs per SACS requirements.)
 7. “Certification of Credentials and Qualifications” (for faculty hires and EPA hires within Academic Affairs per SACS requirements.)
 8. Form 08.335 EPA (Permanent Personnel Assignment Form) and 08.330 if funding changes are necessary.
- B. The letter of interest and curriculum vitae for the recommended candidate is forwarded to the final appointment authority. Letters and curriculum vitae for non-selected candidates are returned to the Hiring Official.
 - C. After approval, the Search Reviewer forwards the “Recommendation for New Appointment” together with the documentation listed above to the final appointment authority or to the office responsible for obtaining final appointment approval, as appropriate.
 - D. All faculty appointment recommendations are forwarded to the Provost & Vice Chancellor for Academic Affairs.
 - E. All EPA, non-faculty, SAAO, instructional, or research appointment recommendations are forwarded to the Chancellor, Provost, or division Vice Chancellor as appropriate.

XII. Recruitment Of Employees From Other Campuses Within The University Of North Carolina

- 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 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 5 (five) 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.

XIII. Employment Offer Letters

- A. Hiring Officials, after receiving EEO/AA approval and the endorsement of the Search Reviewer, may engage in contingent offer discussions to include salary and starting date.
- B. Search Reviewers, after receiving EEO/AA approval, may extend a contingent offer letter to the prospective candidate, confirming preliminary agreements as to employment status, salary, effective date of employment, and moving expenses (if authorized). Such letters should note that the offer is subject to approval by the final appointment authority. It is recommended that hiring officials coordinate closely with Human Resources at this point to ensure consistency in pertinent terms and conditions of employment at the time of offer.

XIV. Employment Appointment Letters

- A. After approval by the final appointment authority has been obtained, Human Resources issues an appointment letter as the official offer of employment that includes all pertinent terms and conditions of employment. Appointments to tenure track faculty positions are subject to Board of Trustees approval.

XV. Disposition Letters and Records Retention Requirements

- A. The Hiring Official is responsible for sending a final disposition letter to each non-selected candidate and maintaining search files for a period of three-and-one-half years from the effective date of the appointment resulting from the search process -- including copies of each applicant's letter of interest and resume/curriculum vitae as well as search committee-related documentation and notes. For searches that ended with the selection of a foreign national sponsored for permanent residency, search records must be kept for five years from the effective date of employment. These records must be retained in accordance with the records retention schedule.
- B. The EEO/AA Officer in Human Resources is responsible for maintaining a record of each search process, including EEO/AA analyses that have been conducted on applicant pools, for a period of three and one half years from the effective date of the appointment resulting from the search process. EEO/AA records are "process" files and do not include copies of individual letters of interest or resumes/curriculum vitae. These records must be retained by the Hiring Official in accordance with the records retention schedule.