The information in this document is a guide to the essential steps to be taken in conducting searches for EHRA Non Faculty recruitment searches in any division of the University. Questions concerning Affirmative Action should be addressed to the Unit Affirmative Action Representative, or the University Affirmative Action Officer. Typically, part-time appointments and temporary replacement appointments are made without involving a search committee.

1. **Appointment of the committee**

   The Chancellor or designated officer (vice chancellor, associate provost, associate vice chancellor, director, dean), in consultation with the unit/department head, if appropriate, will normally appoint a search committee. The committee will include primarily representatives from the office/department/school in which the appointment is to be made.\(^1\)

   The functions of the search committee include:

   ✓ Assisting with development of the job description and the criteria for the position,
   ✓ Assisting with development of the recruitment plan for the position,
   ✓ Seeking and finding qualified applicants who are interested in applying for the position,
   ✓ Conducting an active search for qualified applicants from groups whose appointment would further staff diversity and equal employment opportunity,
   ✓ Reviewing and evaluating the applications submitted to your posting in the UNCGjobsearch system,
   ✓ Conducting interviews of the top candidates for the position,
   ✓ Submitting evaluations of the final candidate(s) to the Chancellor or designated officer.

   The charge to the search committee will vary according to the needs of the Department for each position; however, it should address the following;

   ✓ General timeframe for the search;
   ✓ The University’s goals to increase staff diversity;
   ✓ Whether the unit administrator chooses to specify a minimum or maximum number of candidates to be forwarded to him/her for final review;
   ✓ Resources available to support the activities of the committee and pay for the expenses of candidates to be invited for interviews;
   ✓ Administrative guidelines and tasks involved in the recruitment and screening processes (this includes the search committee guidelines and the University Affirmative Action guidelines);
   ✓ And the importance of confidentiality during the entire recruitment process.

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\(^1\) For searches in the Division of Academic Affairs, the Provost requires that at least one representative from another office will serve on the committee.
2. **Affirmative Action Procedures**

The search committee will review the Affirmative Action goals of the University and will make special efforts to identify and recruit diverse candidates. In its first meeting, the committee should review its Affirmative Action responsibilities. It is essential that committee members discuss mechanisms and strategies to be followed in achieving the University’s Affirmative Action goals. This effort should involve consultation with the Affirmative Action Representative for the unit and, if necessary, with the University Affirmative Action Officer.

All EPA Non-Faculty searches must go through the electronic recruitment system, UNCGjobsearch. In order for a potential candidate to be considered, an application must be submitted to the committee’s search in the UNCGjobsearch system. A Strategic Recruitment Planning Consultation is available, if desired by the committee, to present and demonstrate features of the UNCGjobsearch system the committee may choose to utilize in assisting with their search.

Once the search committee determines the criteria for the search, a Posting must be created in the UNCGjobsearch recruitment system from the Position Management module.

3. **Recruitment**

   **a) UNCGjobsearch Posting (Advertisement)**

   The Posting will include the position summary, as well as, other key position information, e.g., duration of appointment, salary, minimum qualifications, etc. This info will be pulled from the position description that has already been approved by HR.

   Any external advertising resources will also need to be listed, as well as, the external ad. (See Section b)

   **b) External Advertising (in addition to the UNCGjobsearch system)**

   Most positions are advertised in electronic or print media which have a national or international audience, e.g., The Chronicle of Higher Education and journals or newsletters published by national or international professional organizations. Occasionally, it is determined that a position can be filled most appropriately through a search limited to the State, region, or campus and the Chancellor or designated office authorizes advertisements to be placed in media which serve the area of the search. (See Section C below) The University is currently under a contact with Inside Higher Ed and can post their vacancies on the Inside Higher Ed website for free.

   - Approved Advertising text
   - Contact Name, Department/unit, telephone, and email address
   - ALL external ads MUST have the following text included as well:

   For additional information and to apply to this position (include position#), please visit our website at jobsearch.uncg.edu

   EOE AA/M/F/D/V
c) **Duration of Search**

EHRA Internal & External searches must be open for a minimum of three weeks. Internal only searches must remain open for a minimum of two weeks. Advertisements do not need to include a closing date. See Section E below on content of advertisements.

d) **Scope of work**

Ordinarily, the competitive search conducted to identify applicants for full-time EHRA positions will be national in scope. However, the administrator conducting the search may determine that the University interests are adequately protected by a search conducted on a more restricted search of smaller scope-regional, local or campus (Internal Only). Be advised, if an internal candidate is selected, any recommended increases of 10% or more must be submitted for approval to the Board of Governors. Internal only searches cause a delay in the BOG approval process.

e) **Content of Advertisements**

All advertisements must include:

- **The academic expectations and/or qualifications that will be used to screen applications and make an employment decision.** It may be useful to distinguish between the minimum required for appointment and what, in addition, is preferred. (Note: The advertised expectations and/or qualifications must be applied to all applicants: e.g., if an applicant is excluded from consideration for lack of a credential identified as a requirement for the position, ALL applicants who lack that same credential must be excluded.)

- **The UNCG Affirmative Action statement.** Job announcements of any kind must, by law, contain a reference to the University’s compliance with Affirmative Action requirements. The University uses the abbreviations, EOE AA/M/F/D/V or the following wording to accomplish this: The University of North Carolina at Greensboro is committed to equality of employment opportunity and does not discriminate against applicants or employees based on race, color, religion, sex, sexual orientation, gender identity, or nation origin, political affiliation, genetic information, or age. Moreover, the University of North Carolina at Greensboro is committed to recruiting and advancing women and minorities at all faculty/staff levels. Men, women, and members of all racial and ethnic groups are encouraged to apply.

- **The starting date of the appointment and the schedule for the search.** In cases where the search is expected to be straightforward, the statement might read, for example:
  - Position available August 16, 20XX; For best consideration please apply by July 15, 20XX. (if this text is used, only applications received by this deadline may be considered). A close date should then be included in the Posting details and this posting should close on that date.
For most searches, more flexibility is needed and a statement such as the following is used:

- Position available August 16, 20XX; Review of applications will begin after the application review begin date and continue until the position is filled. No close date will be entered into this Posting.

- **Instructions to applicants on how to successfully apply, including materials to be provided.** Typically, such materials include curriculum vitae, letter of application relating qualifications to requirements for the position and a list of at least three (3) names, telephone numbers, email addresses and relationship to the applicant. The following is a list of documents that are currently named in the system that the committee can choose to have the applicants upload.
  - Research Statement
  - Teaching Philosophy
  - Copy of Unofficial Transcript
  - Reference Letter 1
  - Reference Letter 2
  - Reference Letter 3
  - Other Documents
  - Link to Portfolio
  - List of References
  - CV/Resume
  - Cover Letter

The UNCGJobsearch system allows for the collection of confidential Letters of Reference/Recommendation to be uploaded by the actual Reference Provider on behalf of the applicant. The applicant will never see this confidential letter. This is called the Automated Reference Letter Collection.

4. **Determination and Approval of Candidate Campus Visits**

   a) The Search Committee Chair and Members can review the qualifications for each candidate by viewing the documentation each candidate has provided by applying to the Posting electronically.

   b) Those candidates judged to be exceptionally well qualified and worthy of the most thorough review, must be transitioned and approved by the University Affirmative Action Officer in the UNCGJobsearch system before interviews take place. All interviews need to be considered, not just on campus visits.

5. **The Campus Interview Process**

The Vice Chancellor, Search Committee Chair or designated officer is responsible for making all arrangements for the candidate’s visit.
6. **Avoiding Discrimination**

The law recognizes two types of employment discrimination claims: intentional discrimination and disparate impact (whether the hiring standards applied have a disparate impact on a protected group). To avoid such claims, it is important to have well-documented justifications for the legitimacy of all hiring and employment decisions.

Throughout the screening process, it is imperative that the reviewers apply the advertised expectations and/or qualifications for the position to all applicants in the same way; i.e., if an applicant is excluded from consideration for lack of a credential identified as a requirement for the position all applicants who lack that credential must be excluded.

Please see *A Guideline for Nondiscriminatory Interviewing* for additional information.

7. **Expenses**

The expenses associated with a search for a new EPA Non-Faculty employee are managed by the unit that is conducting the search. Expenses related to the search, including external advertising and entertainment of the candidate during the course of their interview schedule are covered by funds available to the unit in which the search is being conducted. The standard rates of reimbursement for travel expenses apply in all of these cases.

8. **Final Review of Search Results**

Upon completion of the interviews, the Search Committee Members (or the primary participants involved in the search process) will submit their statements on strengths and weaknesses of each candidate to the officer responsible for the search and screening process. These statements should include a list of the job-related qualifications that guided the selection of candidates for interview and for the final selection. The officer responsible for the search and/or the UNCGjobsearch Hiring Assistant will then transition the selected candidate to the Recommend for Hire workflow state, which in turn triggers the system to allow the HA to begin the necessary electronic paperwork, called the Hiring Proposal.

   a) **Background Checks** – When the selected candidate is recommended for hire in the UNCGjobsearch system, an email is sent to Human Resources, and the Pre-Employment Coordinator issues an e-Vite (electronic invitation) from our vendor, Castlebranch, and the candidate initiates the background check process thru that e-Vite. When the background check has been successfully completed, the HA for the posting will receive a notification email.

   b) **Human Resources** will consult with the hiring unit to determine whether the results of the background check render the candidate ineligible for employment. Questionable background checks are closely reviewed by an HR Business Partner, and Associate Vice Chancellor of Human Resources to make a determination of employment.

   c) **Candidates who refuse to consent to a criminal background check** are not eligible for employment. (For detailed information, see Background Check Policy & Procedures. [http://web.uncg.edu/hrs/Recruitment/Background_Check/])
EHRA Non Faculty
Recruitment Responsibilities of Search Committee’s

The Initial Hiring Proposal must have a justification for the chosen finalist that includes, job related strengths and qualifications, as well as, the recommended salary. When the Initial Hiring Proposal is completed, it must be transitioned through the system for all unit approvals, including the University Affirmative Action Officer.

No formal offer of appointment can be made without final approval of the Initial Hiring Proposal by the University Affirmative Action Officer and the required background check has been successfully completed. Once, the Initial Hiring Proposal is approved and the HA has been notified that the background check has been successfully completed, the official offer of employment can be extended and negotiations can begin. However, a contingent offer can be made to the finalist by the designated officer if the background check is still processing, but still only after the initial hiring proposal has been approved.

**Foreign National Finalist** – It is legal and appropriate to ask whether a candidate is a U.S. citizen or permanent resident and, if not, whether he/she is legally authorized to work in the United States on a full-time basis. It is not legal to ask the nationality of a candidate. If the recommended candidate is not a U.S. citizen or permanent resident, the Director, Talent Acquisition/University Affirmative Action Officer should be consulted to review the candidate’s current visa status and employment eligibility. The Director will then advise and assist the recruiting unit with the procedures for hiring a foreign national faculty member.

**UNC System Finalist** – If the Finalist is currently employed at another campus within The University of North Carolina system, the following procedure must be followed.

- The Associate Vice Chancellor of Human Resources at UNCG must notify the Human Resources office from the other campus when the selection is made.
- The current campus of the employee may request the terms of the offer within 5 days to make an equivalent offer.
- No offers of an academic appointment can be made within 90 days of the start of a semester unless mutually agreed upon by authorized campus officials.
- Upon hiring an employee from another campus, any transfer of a contract or grant or equipment can only be accomplished with the approval of both Chancellors.

The full text of this regulation can be viewed at [http://www.northcarolina.edu/content.php/legal/policymanu/300.2.7.pdf](http://www.northcarolina.edu/content.php/legal/policymanu/300.2.7.pdf)

9. **Hiring Proposal**

The EHRA Hiring Proposal in the UNCGjobsearch system consists of two forms. The Initial Hiring Proposal is a brief justification of the Committee’s selected finalist. Once the Initial Hiring Proposal has been approved through the Initial workflow, the designated officer can make an official offer to the selected candidate and if the offer is accepted, can ask the finalist to provide his or hers official college transcript.
When the offer is accepted and the salary and start date have been agreed upon, the Final Hiring Proposal in the UNCGjobsearch system can then be completed and transitioned through the unit approval workflow.

Once the Final Hiring Proposal is approved, Human Resources will print the Hiring Proposal, as well as, the final candidate’s application documents and forward them to the EPA Processing Lead.

Additional documents will also need to be submitted by the final candidate to the Human Resources Processing Lead as well.

- a) Official Transcripts
- b) The PD7-A is no longer needed for EHRA Non Faculty positions only.

Candidates must not begin work until the final hiring proposal has been completely approved.

10. Discontinuation of a Search

At any time the Department can discontinue a search. Please contact the Recruitment & Onboarding Coordinator via email and provide the name and position number of the search that is to be discontinued. The Coordinator will go over the options available in electronically notifying applicants of a cancelled search.

11. Applicant Notification

The UNCGjobsearch system is set up to send emails to applicants at certain stages of the process. The HA has the option to transition applications to three statues;

- a) Not Selected – Email Now
- b) Not Selected – Email Later
- c) Not Selected – No Email

Email Now is instantaneous. Email Later only goes out when a candidate is hired and Human Resources fills the posting in the system. No email means no email is ever sent by the system. This option is mainly available to those committees that wish to at least send out personalized emails to those applicants that were interviewed. Good recruitment practice, is to always notify applicants that they are no longer being considered. The email communications are automatically generated in every posting created. Hiring Assistants can see these emails when the posting is originally created and have the capability to make edits to them also.

Reasons of Non Selection

When an applicant is given a Not Selected status, a list of not selected reasons appears. All applicants MUST be given a Not Selected status and reason, before a posting can be filled by Human Resources in the system. The most appropriate reason for non-selection should always be chosen.