The information in this document is a guide to the essential steps to be taken in conducting searches for Faculty and 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 EEO/Affirmative Action Team; Patricia Lynch, Director of EEO/AA and Margo McDougald, EEO/AA Consultant and Investigator. 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 SpartanTalent 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 EEO/AA Team in Human Resources.

All searches must go through the electronic recruitment system, SpartanTalent. In order for a potential candidate to be considered, an application must be submitted to the committee's search in the SpartanTalent system. Human Resources offers a Strategic Recruitment Planning Consultation that includes; presenting and demonstrating features of the SpartanTalent system that could assist the committee members with the recruitment process, answering any questions the committee may have about recruiting and safe hire practices, and assisting the committee with developing a strategy to recruit diverse, top talent.

Once the search committee determines the criteria for the search, a Posting must be created in the SpartanTalent recruitment system from the most recently approved position description in ePosition (POSITIONS).

3.   Recruitment

a)   SpartanTalent 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 SpartanTalent system)

Most positions are advertised in electronic or print media which have a national or international audience, e.g., InsideHigherEd, LocalJobNetwork (NCDiversity), Black PhD Network, and/or HERC. 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 contract with Inside Higher Ed, LocalJobNetwork, Black PhD Network and HERC, and all our jobs are automatically posted to that site. Jobs are automatically posted to Indeed.com as well, but we are not under contract with Indeed.com.

- 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 or to apply for this position (include position#), please visit
our website at https://spartantalent.uncg.edu
EOE AA/M/F/D/V*

c) <u>Duration of Search</u>

Searches must remain open for a minimum of five (5) business days. This includes Internal Only searches. Non-Faculty and Faculty advertisements do not need to include a closing date. See Section E below on content of advertisements.

<u>Scope of work</u>

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.

d) <u>Content of Advertisements</u>

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:**

o   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:

o   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
  - **And several other options are now available.**

- **References** can be collected in three (3) ways in SpartanTalent / eHire, depending on the position type you are recruiting for. Departments may choose to utilize the method that best suits their needs for each position type.
  - Automated Reference Letter Collection (ARLC) (***Non-Faculty & Faculty only***)
  - Uploading a list of references as a document (***All position types***)
  - Providing a list of references on the application (***All position types***)

- Automated Reference Letter Collection (ARLC)
  - The SpartanTalent system allows for the collection of confidential Letters of Reference/Recommendation to be uploaded by the actual Reference Provider on behalf of the applicant. This is a confidential process. The applicant will never see the letter that has been provided by the reference provider. Interfolio also works with the ARLC. This is an optional feature that the Initiator will need to turn on when creating a posting, IF the committee

wishes to use it.

How it works: Departments may choose to allow applicants to submit the email address of a reference. This is done in the section of the electronic application. The references provided by the applicant will then be emailed automatically and asked to either upload or type a letter of reference for the applicant. These letters will then be collected by SpartanTalent and made accessible to the department and search committee members, along with the other application materials submitted by each applicant.

Various settings may be configured including:

- How many references are required
- At what workflow state emails are delivered to references (the solicitation emails will be sent when an applicant has reached the committee's chosen workflow state).

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 Team in the SpartanTalent 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.

7.   Expenses

The expenses associated with a search for a new 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. Reference checks should be done before recommending a candidate for hire. Here is the link to the Reference Check form; https://hrs.uncg.edu/wp-content/themes/uncgwp/Files/ePositionManagement/ Reference_Check_Form.docx, that can now be uploaded to the hiring proposal under the Documents section. The officer responsible for the search and/or the SpartanTalent Initiator will then transition the selected candidate to the Recommend for Hire workflow state, which then triggers the system to allow the Initiator to begin the necessary electronic paperwork, called the Hiring Proposal.

   a) Background Checks – When the selected candidate is recommended for hire in the SpartanTalent 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 Initiator 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/Backgound_Check/])

The Hiring Proposal must have a justification for the chosen finalist that includes, job related strengths and qualifications, as well as, the recommended salary.

   Foreign National Finalist – It is legal and appropriate to ask whether a candidate is a eligible to work in the United States without sponsorship. 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 of EEO/AA, Patricia Lynch, 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 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.

- o The Associate Vice Chancellor of Human Resources at UNCG must notify the Human Resources office from the other campus when the selection is made.
- o The current campus of the employee may request the terms of the offer within 5 days to make an equivalent offer.
- o 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.
- o 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/conten.php/legal/policymanua/300.2.7[r}.pdf

9. Making the Offer

Non-Faculty – Official Offers can be extended by the Department, once the HR Compensation analysis and approval of the recommended salary has taken place (Dept./Additional Approver). It is important that once the offer is extended and accepted, that the hiring proposal is completed and sent through the remaining approvals. If the Department wishes for HR to extend the official verbal offer, then the offer will occur when the hiring proposal has been approved by all approvers in the queue (HR Final). Please communicate with the Initiator of the posting in SpartanTalent, to find out when the offer can be extended. The hiring proposal in eHire must be created and submitted and approved by HR before the offer can be extended. It is a good safe hire practice to wait until the background check has been successfully completed as well.

Faculty - Official offers can be extended by the Department/School after the reference checks have been completed and when the email notification that a successful background check was completed, is received by the Initiator. Once the offer is extended and accepted, the Initiator will then complete the hiring proposal in its entirety and move it through the workflow for approvals.

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

a) Official Transcripts

      b) The PD7-A is no longer needed for EHRA Non Faculty positions only. Please confirm with Faculty Personnel Services if the PD7-A is still needed for the Faculty hiring process.

Candidates must not begin work until the final hiring proposal has been completely approved OR a successful background check completed

10.   Discontinuation of a Search

At any time, the Department can discontinue a search. Please contact your assigned HR Talent Consultant via email and provide the name and position number of the search that is to be discontinued. The Talent Consultant will go over the options available in electronically notifying applicants of a cancelled search.

11.   Applicant Notification

The SpartanTalent system is set up to send emails to applicants at certain stages of the process. The Initiator 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 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. Initiators can see these emails when the posting is originally created and have the capability to customize these emails as well.

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.