Responsibilities Of Search Committees

EPA Nonfaculty Employees

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The information in this document is a guide to the essential steps to be taken in conducting searches for EPA nonfaculty employees in any division of the University. Questions concerning Affirmative Action should be addressed to the Affirmative Action Representative in your unit. 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 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\(^2\),
- conducting an active search for qualified applicants from groups whose appointment would further staff diversity and equal opportunity employment,
- receiving, reviewing, and evaluating the applications of the candidates,
- 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 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, the search leader’s checklist, and University Affirmative Action guidelines);
- and the importance of confidentiality in the 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 While it is expected that a search will produce a number of qualified candidates, there is no minimum number if candidates which must be interviewed for a position
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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 minority and women candidates. In its first meeting, the committee will review its affirmative action responsibilities, including the filing of the Affirmative Action Reports (AA-1 through 3) required at various stages in the review process. 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 Affirmative Action Representative for EPA Personnel or the Affirmative Action Compliance Officer. AA forms and instructions for completing them can be found at [http://www.uncg.edu/hrs/aaprogram.htm](http://www.uncg.edu/hrs/aaprogram.htm) or by contacting the Affirmative Action Representative for the College/school.

Once the search committee determines the criteria for the position, the “Notice of Search and Recruitment Plan – EPA Nonfaculty” (form AA-1) should be completed. The task of filling out the form is the responsibility of the committee member charged with paying special attention to minority recruitment. The AA-1 must be submitted and approved by the University Affirmative Action Officer before publication of the position announcement.

The position announcement must be attached to the AA-1. The announcement must refer to the University as an equal opportunity/affirmative action employer. The following statements were taken from “Instructions for Completing Affirmative Action Compliance Reports for EPA Nonfaculty Appointments” issued by the Department of Human Resource Services (HRS). “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, EEO/AA, 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, national origin, religion, gender, age, disability, veteran status, creed, political affiliation, or sexual orientation. Moreover, the University of North Carolina at Greensboro is committed to recruiting and advancing women and minorities at all faculty/staff levels. Announcements and other publicity about positions should not contain sex-referent language.”

3. **Recruitment**
   
a. Media for Advertisements

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 officer authorizes advertisements to be placed in media which serve the area of the search. (See Section C below.)

The Graystone Group- UNCG has an affiliation with The Graystone Group, a company that specializes in professional recruitment advertising, in order to provide departments/units a cost effective option for placing ads with newspapers and professional journals, including the Chronicle of Higher Education. Graystone will place ads in a publication or web service of

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3 For searches in the Division of Academic Affairs, the Provost requires that at least one member of the committee will pay special attention to minority recruiting. This committee member will have responsibility for completing the AA-1 form.
the search committee’s choosing, provide a professionally designed ad, and will do this at a reduced cost. Given the substantial discounts offered through Graystone, search committees are strongly encouraged to use this service. To place an ad with Graystone, email the following information to ads@graystoneadv.com:

- Name of publication or web service,
- Date or dates when you want the ad to run,
- Ad text,
- Whether the ad should be a “Display ad” with logo or “In column” ad,
- Name, department/unit, telephone and email address of a contact on the search committee.

A Graystone representative will contact the search committee with an exact price quote and a proof of the ad. Graystone will not place the ad until they have received UNCG approval.

Other effective ways to publicize a vacant position include contacts at professional meetings, telephone calls and letters to colleagues at other institutions, and letters or position announcements sent to institutions, agencies or organizations.

b. Duration of Search

EPA searches must be open for a minimum of three weeks. Advertisements do not need to include a closing date, but search committees must be able to document a three-week period after an advertisement is placed/published during which applicants were considered for the position(s). See Section D.3 below on content of advertisements.

c. Scope of Search

Ordinarily, the competitive search conducted to identify applicants for full-time EPA 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-or from a pool of applicants generated by a previous search. A justification must be included in the “Notice of Search and Recruitment Plan – EPA- Nonfaculty” (form AA-1) if the scope of the search is less than a national search.

d. Content of Advertisements

All advertisements must include:

i. 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: 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.)

ii. The UNCG affirmative action statement as described in Section II. above.
iii. 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; deadline for receipt of applications is February 1, 20XX.”

If this wording is used, only applications received by the deadline may be considered.

For most searches, more flexibility is needed and a statement such as the following is preferred:

   “Position available August 16, 20XX, or January 1, 20XX. Review of applications will begin immediately (or a specific date may be listed) and continue until the position is filled.”

In this case, any application received before an offer of appointment is accepted may be considered.

iv. **Instructions for applying, including materials to be provided.** Typically, such materials include curriculum vitae, letter of application relating qualifications to requirements for the position, and the names/addresses/telephone numbers of a specified number of persons knowledgeable about the applicant’s background and qualifications.

4. **Applicant Data Cards**

   The search committee also has responsibility for requesting Affirmative Action data and must send the Applicant Data Card (with the position number noted on the card) with the letter acknowledging receipt of an application. Applicant Data Cards may be obtained from HR. Applicants return the Data Cards to HR.

5. **Determination and Approval of Candidate Visits**

   The search committee will provide to the Chancellor or designated officer a list of candidates judged to be exceptionally well qualified and worthy of the most thorough review by that officer, unit personnel, and the administrator responsible for that unit.

   Recommendations for approval of the visit must be accompanied by at least the following documentation:
   - Curriculum vitae/résumé;
   - Letters of recommendation; and
   - Other materials requested of the applicant or references.

6. **The Campus Interview Process**

   The vice chancellor or designated officer is responsible for making all arrangements for the candidate’s visit. In all instances when interviews are scheduled, the designated officer will arrange to provide the persons conducting the interviews with curriculum vitae/résumé, letters of recommendation, and other materials on the candidate at least one week in advance of the interview.
7. 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.

8. 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 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.

9. 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 must include a list of the job-related qualifications that guided the selection of candidates for interview and for final selection. The officer responsible for the search will then prepare the AA-2, “Final Review of Search Results – EPA Nonfaculty,” and submit it with his or her recommendations to the vice chancellor or designated officer.

The AA-2 requires information on the entire applicant pool. In regard to the selection of candidates for interview and for the final selection, the sections on “Established Qualifications for Position” and “Job Related Strengths/Weaknesses” should reflect the qualifications referenced in the position announcement and in the criteria that guided the selection.

No formal letter of appointment can be made without final approval of the AA-2 by the University Affirmative Action Officer.

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/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 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 Human Resources Vice Chancellor of Human Resources at UNCG must notify the
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Human Resource 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/policymanual/300.2.7[r].pdf

10. Informal Offer and Background Check

UNCG policy requires a criminal background check for any applicant who is currently not a UNCG employee and has been selected as the final candidate for any position at UNCG. Additional credit history and driving history checks may also be required dependent upon the nature of the job responsibilities. A consumer reporting agency that has a contractual relationship with UNCG will provide this report.

Once the AA-2 form is approved, the department will contact the final applicant to make an informal offer of employment. If the informal offer is accepted, the department will provide the candidate with instructions for completing the forms listed below.

1. Background Check Disclosure Notification Form and
2. Post-employment Personnel Form (PD7a)

The candidate must complete, sign and submit both forms to the address below. These forms may be mailed or brought to Human Resources.

UNCG
Human Resources
Mossman, Room 159
PO Box 26170,
Greensboro, NC 27402-6170

Departments must submit a Personnel Action Form (PD7) to Human Resources to initiate the formal appointment. On the PD7, departments must indicate whether there is a need to complete a credit history and/or driving history check in addition to the mandatory criminal background check.

Candidates for EPA-NF positions may begin work prior to completion of the background check; however, continued employment will be contingent upon receipt of a satisfactory background check. Human Resources will notify the hiring department via email if satisfactory results from the background check are received. If unsatisfactory results are received, Human Resources will consult with the hiring unit to determine whether the results of the background check render the candidate ineligible for employment.

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4 The background check requirement applies to any new employee who is scheduled to assume duties on or after January 8, 2008.
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/)

11. Discontinuation of Search

An AA-3, “Notice of Withdrawn Search,” must be filed at the end of the academic year if the unit conducting the search does not anticipate making a formal appointment. The search may be reopened, after the vice chancellor or designated officer has approved recruitment and retention in the line. The AA-1 must be filed again to formally reopen the search.

12. Retention of Search Files

The University is required to keep the files of all applicants for EPA nonfaculty positions for three years in order to respond to any questions that arise about search, screening, or appointment decisions.5

The official personnel files of successful applicants are maintained in Human Resources once the individual accepts the position and working files are kept as needed in the offices of department chairs and deans. The files of all other applicants are stored in the department until they are scheduled to be destroyed.

5 If official action has been initiated, such as pending litigation, claim, audit, the files must be retained for one year after completion of the action and resolution of the issues involved.