

North Carolina Agricultural and Technical State University

A Guide to Faculty Recruitment and Selection

These guidelines are for the purpose of recruiting and hiring EPA faculty at North Carolina A&T State University and may be revised when needed by The Office of the Provost or the Division of Human Resources at any time.

CONTENTS

Section 1. Introduction	4
Section 2. Provost Approval of Faculty Positions.....	5
Section 3. Duties and Responsibilities	6
Appointment of the Search Committee Chair and Members	6
Duties for Search Committee Chairs	6
Duties of Search Committee members	7
Section 4. Preparing for the Search	8
Creating a Job Posting in People Admin (<i>Initiated by the Dept</i>)	8
Additional Job Advertisement (<i>Initiated by the Department</i>)	10
Enhancing and Broadening the Applicant Pool.....	11
Small Applicant Pools	11
Responding to Applications	11
Section 5. Conducting the Search	12
Expectations of the Search Committee	12
Section 6. Application Process	13
Review of Applications.....	13
Applicant Screening	13
Reference Checks and Verification of Academic Credentials	Error! Bookmark not defined.
Section 7. Interview Process	13
Faculty Telephone/SKYPE Interviews.....	13
Choosing Finalist for Campus Interviews	14
Faculty Campus Interviews	15
Invitation for On-Campus Interviews.....	16
Additional Reference Checks after the Interview	16
Evaluation and Selection of the Candidate	17
Section 8. Hiring the Selected Candidate	18
Completed Hire Package.....	18
Offer Letter	19
Academic Credentials Documents (provided by the department)	19
Verification of Foreign Transcripts.....	20
Section 9. Closing the Search.....	21
People Admin.....	21
Candidate Selected and Accepted	21

Unsuccessful Search.....	22
Section 10 ADDITIONAL FACULTY HIRING POLICIES	24
6.5 FACULTY EMPLOYMENT PROCEDURES, ACADEMIC FREEDOM, PROFESSORIAL RANK, TENURE, AND DUE PROCESS.....	24
6.6 EQUAL EMPLOYMENT OPPORTUNITY.....	24
6.10 NEPOTISM	24
Frequently Asked Questions.....	27
References Consulted	28

SECTION 1. INTRODUCTION

Purpose: The purpose of this guide is to assist in providing recruitment strategies for university **full time EPA faculty (lecturers, clinical, and tenure track faculty)** with the goals of recruiting and retaining higher quality individuals, ensuring sound fiscal personnel operations, and providing a consistent faculty hiring process.

North Carolina Agricultural and Technical State University recognizes that achieving preeminence is inextricably associated with the university's core commitment to high standards of excellence. Such standards demand selectivity in staffing, attentiveness in the recruitment and retention of high-quality innovative faculty members who are exemplary in scholarly research, artistic productivity and teaching, and adherence to sound practices for quality assurance.

Equal Opportunity

We are committed to providing Equal Employment Opportunity (EEO) and to comply with all Federal, State and local laws that prohibit employment discrimination for all persons regardless of race, religion, color, national origin, sex, age, disabling condition, veteran status, political affiliation, genetic information or sexual orientation and sexual identity, except where religion, gender, and/or age are physical requirements and are bona-fide job related employment requirements. The University is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans.

For a search to be successful in attracting highly qualified and diverse applicants, diversity must be at the forefront of A&T's priorities and recruitment strategies. This toolkit serves as a platform to hiring diverse scholarly, researched focused faculty of the future.

Reasonable Accommodations

It is the policy of North Carolina Agricultural and Technical State University to reasonably accommodate qualified individuals with disabilities who are applicants of university. Realizing that while many individuals with disabilities can apply for vacant positions without accommodation, other qualified applicants may face barriers to employment without the accommodation process. For more information about accommodations, contact the EEO/AA Office within the Division of Human Resources.

Adherence to hiring procedures is vital to ensure equitable treatment of applicants and the hiring of the best-qualified candidate. The primary purpose of this toolkit is to provide systematic procedures that will assist in conducting effective and timely searches, ensuring equitable treatment and promoting employee diversity in accordance with university and state policies and the goals of Preeminence 2020.



These guidelines include multiple procedures that must be adhered. For additional information or resources to assist you, please refer to the Hiring Faculty Toolkit located on the DHR website.

SECTION 2. PROVOST APPROVAL OF FACULTY POSITIONS

The deans of each school or college will meet with the Provost by **June 30** of each year to review requests to fill faculty positions for the next academic year. The actual recruitment cycle for each academic year is shown below. Exceptions to hiring outside of their respective recruitment plan will not be allowed except under special circumstances with the approval of the Provost. If vacancies occur outside of the normal recruitment cycle, it is expected that temporary faculty will be used to accommodate the affected class/area.

Date	Action
June 30	Deans submit recruitment plan to Provost for next Academic Year
July 30	Provost provides approval of recruitment plan
September 30	All positions are posted in People Admin and other recruitment venues
October	Hiring committees formed
November	Interview processes begin
January – February	Written offers are extended to individuals for the upcoming academic school year

Deans will submit the “**Faculty Requirement Plan**”, completing all required worksheets, indicating what positions they wish to fill for the next academic year. This Faculty Recruitment Plan **must** be transmitted electronically to EPA Salary and Budget Administration in the Office of the Provost (due June 30).

The Provost will review and notify deans no later than **July 30** of approved searches for the next academic year.

SECTION 3. DUTIES AND RESPONSIBILITIES

APPOINTMENT OF THE SEARCH COMMITTEE CHAIR AND MEMBERS

The department chair, with the approval of the dean, appoints search committee chairs and committee members.

Ordinarily, the search committee chair is a senior member of the hiring department who is experienced in conducting searches. The chair should be appointed before the job ad is posted so that the chair can be designated as the contact person for applicant inquiries. The chair alone should serve as the contact point for a search.

Note that unless otherwise specified, “Chair” refers to the chair of the search committee.

Concerns and questions regarding this process should be directed to the Office of the Provost or the AA/EEO officer.

DUTIES FOR SEARCH COMMITTEE CHAIRS

1. Maintain contact with the dean throughout the entire process.
2. As applications are received, check for completeness.
3. Prepare and send inquiry emails to those individuals whose packages are incomplete, noting any required items, which are missing.
4. Ensure that the committee participates in search committee training by the AA/EEO Officer prior to access to People Admin.
5. Understanding the charge and what the department chair and dean wants from the committee, e.g. a list of the top three candidates in rank order or alphabetical order, list of top 3 candidates including strengths and weaknesses, etc.
6. Certifying that all committee members sign the confidentiality agreement. All signed agreements should be retained in the search file.
7. Ensuring all committee members independently assess the minimum and desirable qualifications of all the applicants in order to determine who makes the first cut.
8. Sending thank you letters to applicants who do not make the first cut.
9. The committee chair, in collaboration with the Division of Human Resources (DHR) is responsible for informing committee members of their role, responsibilities, obligations and liabilities.
10. Coordinate advertising of the position with the Division of Human Resources (DHR) and the search committee.

11. Schedule committee meetings, communicating with candidates, scheduling interviews, and coordinating the activities of the committee.
12. Submit all reference, preliminary (Skype/telephone) and on-campus interview questions to AA/EEO for final review and approval.
13. Updating the status of each applicant in People Admin throughout the search process.

DUTIES OF SEARCH COMMITTEE MEMBERS

1. Sign the confidentiality agreement and uphold confidentiality.
2. Works with search committee chair in coordinating advertisement of approved positions, the receipt of applications, the interviewing of candidates, and the recommendation of candidates to the department.
3. Attendance of search committee training held by the Office of the Provost and the Division of Human Resources.
4. Develop reference, preliminary (Skype/telephone) and on-campus interview questions.
5. Attend all committee meetings, carefully review all applications, assist with credential and reference checks, and participate in the interview process.
6. Ensure that all applicants are treated fairly and equitably in accordance with equal opportunity/affirmative action requirements.



Search committee proceedings are strictly confidential. The discussions, ratings, and even the names and institutional affiliations of applicants and references are confidential. All members of the search committee must sign a confidentiality agreement that will be retained by the search committee chair in the related search file.

Concerns and questions regarding the duties and responsibilities for the search committee chair should be directed to the Office of the Provost or the AA/EEO officer.

(Intentionally Left Blank)

SECTION 4. PREPARING FOR THE SEARCH

Once a position has been discussed and approved by the Provost, the recruitment process shall begin in People Admin.

The department chair or designee is responsible for writing and posting faculty positions in People Admin. The department chair or designee will consult with the dean and others as necessary to determine the minimum and desirable qualifications (DQs) for the position and write the completed description and faculty posting. Accurately determining minimum qualifications and desirable qualifications are critical because once the job ad is posted; these qualifications cannot be altered without canceling the post and restarting the process and all Search Committee decisions must be based on them. The minimum qualifications must include a terminal degree, as defined by SACSCOC standards, in the discipline for tenure-stream and non-tenure-stream positions the details of the required minimum qualifications are documented in the position approval worksheets from the Provost Office. The worksheets are shared Human Resources, EHRA Salary administration, and the respective deans.

CREATING A JOB POSTING IN PEOPLE ADMIN *(INITIATED BY THE DEPT)*

Once the job posting is created in People Admin by the department chair or designee, the Division of Human Resources is automatically notified to review the job posting to check for consistency and compliance with mandated regulations.

If the department wishes to advertise the position in additional publications or list-serves, they must use the language in the approved online advertisement template. Using a shortened version of the approved job advertisement is acceptable, but must be reviewed by DHR.

The following is minimum required information in the People Admin job-posting template. Note: additional items will be needed to complete the People Admin posting.

Posting Details (example only)

Classification Information

Classification Type: EPA

Position Overview

Primary Purpose of Position: (example text) This position is a tenure track assistant professor to teach classes in the Computer Systems Technology Department and conduct research in power and energy systems.

Primary Function of Organizational Unit: (example text) The Department of Computer Systems Technology (CST) prepares students to pursue technical, as well as technical management careers in all employment sectors. The program emphasizes acquisition of sound theoretical studies, as well as intensive hands-on experiences in the area of electronics technology. The CST department emphasizes development of real world competencies demanded by employers. Students receive thorough grounding in electronics; digital and microprocessor systems; computer technologies, including hardware, software and computer networking; communication systems; power distribution; and automation and control systems.

Additional emphasis is placed on courses in business management, statistical process control, humanities, computer programming, safety and project management, and manufacturing processes to provide students the background they need in the economic and managerial aspects of the business enterprise.

Minimum Requirements: (As approved on college worksheets) (example text) Applicants must have an earned doctorate in electrical engineering, computer engineering, engineering physics, computer science, electronics technology, computer technology or a closely related field.

Preferred Requirements: (As approved on college worksheets) (example text) It is preferred that the applicant has a minimum of three (3) years relevant industrial experience in the field of power systems and/or information technology, preferably with companies in the United States. Highly preferred candidates should have teaching experience in ETAC-ABET accredited programs and a sustained research record in smart grid systems and/or power and energy.

Position Information

Working Title: Assistant Professor

Position Number: 10101

Salary Range: Salary is commensurate with education and experience.

FLSA: Exempt

Position Type: Faculty

Appointment Type: Permanent - Full-time

Tenure Track: Yes

FTE:

If Time Limited, Appointment Length

Posting Detail Information

Posting Number: EPA0098

Open Date: 08/21/2014

Close Date:

Open Until Filled: Yes

Open Until Filled Postings: (example text) Applications received by 09/30/2014 will receive full consideration, applications received after this date may receive full consideration depending on the status of the search.

Date Position Available: Jan 5, 2015

Special Instructions to Applicant: (example text) A minimum of 3 letters of reference will be required at the time of interview. These should be sent to the Dean's Office in the School of Technology.

Applicants seeking Veteran's Preference must attach a DD 214 form, Certificate of Release or Discharge from Active Duty with application.

The preferred candidate is subject to criminal and sex offender background checks.

North Carolina A&T State University 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.

North Carolina A&T State University is an Equal Opportunity and Affirmative Action Employer. No one who applies or seeks employment will be denied employment at North Carolina A&T State University on the basis of race, religion, color, creed, national origin, sex, age, disabling condition, veteran status, political affiliation, genetic information or sexual orientation and sexual identity.

Supplemental Questions

Required fields are indicated with an asterisk (*).

Applicant Documents

Required Documents

1. Cover Letter
2. Curriculum Vitae
3. Teaching Philosophy
4. Unofficial Transcript
5. Research Statement

Placing timely and accurate job ads is essential for attracting applicants. For a search to be considered acceptable, the faculty position must be advertised widely. Best practices for a successful search include a print advertisement in at least one widely circulated publication.

ADDITIONAL JOB ADVERTISEMENT (INITIATED BY THE DEPARTMENT)

The dean should also consult with the search committee chair, search committee members and other appropriate faculty to identify additional professional publications and websites where the ad should be placed.

If a department determines that a position should also be advertised with other vendors, the department must work with A&T Purchasing to create a separate purchase order for each vendor (when necessary) where an advertisement will be placed. (Purchase requisitions are not necessary when there is no cost required to publish an advertisement; however, the ad/language must be approved by DHR's recruitment office.) A&T has contracted with several external vendors for unlimited postings and will automatically post all open positions to the aforementioned site. Prior to engaging outside vendors, please check with Human Resources to prevent duplication and unnecessary payments.

Online postings must follow the suggested format provided in template form. Variation from the template provided, must receive DHR approval. The job advertisement used in posting ads to

online publications contains much of the same information from the approved posting in People Admin.

ENHANCING AND BROADENING THE APPLICANT POOL

Committee members are encouraged to use professional networking to maximize awareness of the search to enhance the quality and diversity of the applicant pool. Search committee members are strongly encouraged to contact individuals such as directors of graduate programs, post-doctoral advisors, and heads of associations of diverse scholars within the discipline and inform them of the search.

SMALL APPLICANT POOLS

In the event of an insufficient (quantity and quality) applicant pool, the dean, department chair, and search committee will consult with the DHR-EPA Recruitment Coordinator and the Provost to determine the next course of action: re-advertise and extend the search, close the search, or proceed with the available candidates.

RESPONDING TO APPLICATIONS

Applicants must apply electronically through the People Admin system. Once a completed application is submitted, an automatic e-mail, generated by People Admin, is sent to the applicant indicating that the application is complete and under review.

In addition, a personalized letter or e-mail is prepared by the search committee chair and sent to each applicant confirming receipt of the application and stating additional items maybe requested at a later time (e.g. official transcripts, and reference letters).

(Intentionally Left Blank)

SECTION 5. CONDUCTING THE SEARCH

EXPECTATIONS OF THE SEARCH COMMITTEE

Prior to reviewing any applications, the chair will contact the AA/EEO officer to arrange training for the search committee to include legal and ethical parameters of conducting a search.

Once the job is posted, the search committee chair calls the **first meeting**, at which the committee members and chair will:

- Sign the confidentiality agreement (signed copies will be kept as part of the hiring package)
- Set a specific timeline including all meetings, telephone/Skype and campus interview dates, final committee deliberation, departmental faculty meeting for presentations by the candidate, recommendation to dean, and recommendation to provost.
- Discuss application review process, access to People Admin, application review resources and process for selecting candidates for telephone/Skype interviews
- Determine the following:
 1. A completed understanding of what constitutes a complete application based on the People Admin posting.
 2. Develop a clear and concise understanding of the minimum and preferred qualifications as documented in the job advertisement.
 3. A plan for screening and evaluating applicants
 4. Develop the forms and evaluation process to be used to assess each applicant's strengths and weaknesses based on the minimum and preferred qualifications.
- Develop a plan for interviewing candidates. This plan should include:
 1. Dates for various stages of the interview process (application review, telephone/Skype interview and campus interview)
 2. A scheduled date to discuss applicants and develop a shortlist for telephone/Skype interviews **Note: the department chair, dean, and EEO/AA must review the short list of applicants before contact with the individuals communicating their inclusion.**
 3. Develop a set of telephone/Skype interview questions (see below)
 4. Develop questions to ask references and a schedule for checking references. **Note: The EEO/AA officer must review the questions prior to conducting interviews**
 6. Establish dates for on-campus interviews for the top three or four candidates.

SECTION 6. APPLICATION REVIEW PROCESS

REVIEW OF APPLICATIONS

All committee members will have access to applicant files in People Admin. The initial screening of the applicant pool is designed to eliminate applicants who do not meet the minimum qualifications and, in the event of a very large candidate pool, reduce to a workable size the number of applicants who will be given additional consideration. The committee members' first screening of the applications should be completed prior to the first search committee meeting that is held immediately after the published date to begin review of applications. **Please note the committee must have undergone training with the AA/EEO officer to include legal and ethical parameters prior to reviewing applicant files.**

The search committee chair will send a letter, approved by DHR, to applicants who do not meet the minimum qualifications

APPLICANT SCREENING

Applicants meeting the minimum qualifications must be evaluated further. Prior to the first meeting, each member of the search committee should have completed a qualifications rating form on each applicant evaluating his/her minimum qualifications and preferred qualifications. Applicants must be evaluated solely based on the stated minimum qualifications and preferred qualifications as documented in People Admin. The Committee then uses these rating forms as the basis for their deliberations to prioritize the applicants.

SECTION 7. INTERVIEW PROCESS

FACULTY TELEPHONE/SKYPE INTERVIEWS

Telephone/SKYPE interviews are a practical way to narrow the pool prior to in-person interviews. Ordinarily, there should be enough of the best-qualified candidates interviewed by telephone/Skype to have a pool of three or four finalists and three alternates. If there are fewer than six qualified candidates, the committee should telephone/Skype interview only those who are qualified.

The search committee chair sends an e-mail, which includes the People Admin-assigned search number, to the AA/EEO officer listing the recommended candidates for telephone/Skype interviews and alternate list requesting a review. The AA/EEO officer will review and send an e-mail, copying the search committee chair, to the appropriate dean either recommending or not the selected candidates for telephone/Skype interviews. After approval by the AA/EEO Officer the dean reviews the list of recommended candidates to ensure candidate backgrounds are consistent with the approved search criteria to include the focus discipline or sub-discipline.

The committee must use the same rating system for all candidates and develop a set of interview questions. The same set of questions must be asked of all candidates. Each committee member should be given a rating form to evaluate candidate responses. Care should be taken in constructing the questions to:

1. Cover all essential areas
2. Ask questions which result in meaningful and useful evaluation of a candidate's qualifications
3. Avoid redundancy
4. Avoid questions which are not job related

Prior to a telephone/Skype interview, the committee chair should send the applicant information about the membership of the search committee, the approximate time allotted for the interview, and the number, though not the nature, of questions that will be asked.

During the course of the telephone/Skype interview, particularly if the final question allows the candidate to ask for information, questions of a personal nature may arise. A candidate, for example, may have a spouse or domestic partner who would need to find employment in order for the candidate to accept the position.

The search committee cannot ask about marital status or partners and must not engage such discussions even if the candidate has initiated them. The committee can suggest to the candidate that it would be appropriate to discuss these issues with the dean, department chair and/or DHR.

The following statement should be included in the telephone/Skype-interview invitation e-mail: "Official academic transcripts will be requested of candidates invited to campus for an interview and reference checks will be conducted using individuals listed in the application.

REFERENCE CHECKS AND VERIFICATION OF ACADEMIC CREDENTIALS

Reference check of individual's telephone/Skype interviewed must be completed prior to candidate recommendation for on-campus interview. If a candidate specifically requests that references not be contacted, the search committee chair must have a discussion with department chair, dean, and DHR before moving forward.

Ideally, the committee should agree on no more than seven questions to ask each reference with the last one being open-ended. Reference checks make be conducted by the committee as a whole or assigned to a subset(s) of the committee, but in no case should a single committee member conduct a reference check alone. A written summary of each reference check is part of the search record.

The search committee chair requests a preliminary credential check from OPSIE based on the unofficial transcript of applicants selected for telephone/Skype interviews.

CHOOSING FINALIST FOR CAMPUS INTERVIEWS

When the telephone/Skype interviews are complete, the committee will meet to evaluate the candidates to develop a list of recommended finalists based on the telephone/Skype interviews, reference checks, and preliminary credential check. The search committee chair will discuss the committee's findings with the department chair that, in turn, discusses the recommended finalist pool with the dean. In addition, the search committee chair must consult with the International Affairs Office to discuss each candidate's eligibility to work in the United States. The search committee chair must select finalists, alternates, and those not selected for interviews with reasons for selection or non-selection in People Admin. The dean then indicates approval or disapproval of the finalist pool in People Admin. If the dean approves of the finalist pool an e-mail is sent to the search committee. Only after approval by the dean in People Admin may finalists be invited to campus by the chair of the search committee.



Note: Even though a candidate is marked as non-selected in People Admin, a notification is automatically sent to the applicant only *AFTER* the position is filled and the position is closed in People Admin. However, *prior* to closing the position in People Admin, chairs should send a personalized email or letter to applicants who are not selected.

FACULTY CAMPUS INTERVIEWS

Each candidate should be provided a detailed interview schedule prior to arrival. The schedule should have the date, time, location and names of all involved in each meeting.

1. Best practices indicate that the candidate should be met at the airport by the search committee chair or a search committee member, unless other arrangements are agreed to ahead of time.
2. Meals with the candidate are part of the interview process. As such, a member of the search committee, and others as desired should have breakfast, lunch, and dinner with the candidate.
3. The host committee member should pay for the cost for all meals for participants. Meal and beverage receipts should be provided to the appropriate administrative assistant for reimbursement.
4. A designated escort should accompany the candidate from one meeting to another.
5. Only if requested by the candidate, time should be scheduled with a local realtor to show typical housing to the candidate. Refer to the DHR website for a listing of suggested realtors.
6. Allow the candidate 30 minutes or so preparation time before the presentation.

INVITATION FOR ON-CAMPUS INTERVIEWS

The verbal invitation by the search committee chair for the campus interview must be followed up with a written invitation (hardcopy or electronic) along with a package of information about the University, college and department and other helpful information. A copy of the interview schedule, including names of those participating in the interviews, should be sent to the candidate prior to their arrival on campus.

The following is a list of activities that are normally included in an on-campus interview. Those activities marked with an asterisk (*) **must** be part of every on-campus interview.

Interview with:

1. **Dean***
2. **Search committee***
3. **General/Departmental faculty/students/community members*** (ordinarily a coffee/tea hour)
4. **Department Chair if not a member of the search committee***
5. **International Affairs Administrator (if a foreign national)***
6. **A professional presentation (seminar)* with public invitation**
7. **Vice Chancellor for Research and Economic Development (if research start-up funds are anticipated)***
8. Provost (chair/director positions and faculty who will be hired at the rank of Professor)
9. **Campus Tour***
10. Tour of Local Area

Candidates may wish to visit schools, meet with a realtor or otherwise engage in other specific activities during their visit. Please keep this in mind when creating the interview schedule.

A campus itinerary will be created for each candidate and distributed together with a copy of the candidate's CV to all faculty of the hiring unit at least two days prior to the visit (this could be accomplished with a secure website through ITS).

ADDITIONAL REFERENCE CHECKS AFTER THE INTERVIEW

Committees may wish to conduct off-list reference checks (additional references not listed on the application) at this point. Even though the university reserves the right to communicate with any person who may have information, when necessary, the committee chair should consult with the department chair, and then obtain general permission from the candidate (you do not have to specify who will be contacted). It is further recommended that two committee members be present when off-list references are contacted. It is also important to look at a candidate's online presence. While items posted online are not considered official, they can provide insight or items that might require further follow up.

EVALUATION AND SELECTION OF THE CANDIDATE

The chair of the search committee is responsible for distributing an on-campus interview evaluation instrument to all faculty, staff and students involved in the on campus interview of the candidate. The evaluation provides another method for evaluating the candidate before the search committee provides the final analysis to the department chair. The evaluation instrument should be coded by group. OPSIE can help in the design of the evaluation instrument.

The search committee prepares a summary of each interviewed candidate with strengths, weaknesses and whether or not each candidate is acceptable. This analysis is presented to the department chair that convenes a meeting of the department or academic program faculty to review the committee's report. The departmental faculty may elect to accept the search committee recommendation or develop an alternate recommendation. The department faculty recommends a preferred candidate from the acceptable candidates. The department chair then submits a written hiring recommendation from the department to the dean, accompanied by the department chair's separate written recommendation either concurring or disagreeing with the recommendation of the departmental faculty. The recommendation is forwarded to the Provost for discussion with the dean.

(Intentionally Left Blank)

SECTION 8. HIRING THE SELECTED CANDIDATE

The recommendation for hire process pertains to full time tenure stream faculty, lecturers and clinical faculty. **Note: there are additional requirements for international faculty to complete once they have been offered the position.** If an applicant is selected and an offer is to be made, the search committee chair will assemble Permission to Hire Package containing the following items:

1. Permission to Hire Form (located on Office of Provost and DHR website).
2. Include the HR Posting number (e.g. Posting Number 0001091 from People Admin) in the blank space formerly known as the Faculty Search Number).
3. If research start-up funds are requested, consult with the dean to obtain agreement on the amount, duration, and source of the funds (Note: the dean works with the Provost Office and DORED to assemble the start-up package). Start-up fund details must be included on the Permission to Hire form with authorizing signatures.
4. If the recommended salary is more than budgeted salary, describe source of additional funds under the Special Conditions/Justification section. (Note: a salary analysis by DHR is required prior to recommending a salary)
5. A completed credentialing form for review by VPOSPIE to verify qualifications from a SACSCOC perspective (Note: the search committee chair may request a credentialing review prior to finalist invitation for campus interview).

COMPLETED HIRE PACKAGE

The department chair will send the completed package to dean's office for review and approval. The dean will send the completed "Hire Package" to EPA Budget and Administration in the Office of the Provost, for review and approval. **The dean will coordinate the final written offer to the candidate with the Provost.**

If not approved, the package will be returned to the dean for revision and resubmission.

If the candidate declines or the offer is withdrawn, EPA Budget and Administration in the Office of the Provost is notified in writing. Written notification is also sent to EPA Budget and Administration if the offer is accepted (i.e. the signed offer letter to be placed in the personnel file).

OFFER LETTER

The Provost and EPA Budget and Administration give final approval for hiring the candidate. A draft offer letter is included in the Permission to Hire package. If the permission to hire is granted the draft offer letter is reviewed and returned with any required modifications to dean to create the final offer letter for signature by the dean. The offer letter must contain the following (templates will be provided):

1. Rank/Title
2. Salary
3. Start Date
4. 9 month or 12 month appointment
5. Expectations of the position including teaching, research, and service
6. If applicable, specific dates for reappointments and tenure
7. If applicable, credits toward tenure (must be approved by the provost)
8. If applicable, amount of research start-up funds and moving expenses
9. Deadline date for acceptance of terms
10. Acceptance signature/date block on the bottom of the letter for the candidate to sign and return.
11. Information regarding completion of HR forms (Background Check, Employee Data Form, Authorization to Release Information Form, Vehicle Use Agreement Form and I-9 notification).

ACADEMIC CREDENTIALS DOCUMENTS (PROVIDED BY THE DEPARTMENT)

1. Copy of the candidate's curriculum vita
2. Copy of the candidate's official transcripts

These documents must be reviewed by VPOSPIE to verify qualifications from a SACSCOC perspective (a credentialing form is available) prior to approving the request to hire. HR verifies degree attainment and accuracy of employment history.

VERIFICATION OF FOREIGN TRANSCRIPTS

All graduate transcripts of any faculty member who has a degree(s) from a foreign university **must** have the foreign transcript(s) evaluated by an independent third party. Several companies provide this service for a fee. The evaluation of the foreign transcript(s) must accompany the rest of the hiring documentation. Allow for at least four (4) weeks for the foreign transcript(s) to be evaluated and returned to the faculty member and/or university. It is up to the individual faculty member to bear the cost of obtaining the evaluation. A complete listing of companies who provide this service may be obtained from Division of Human Resources.

SECTION 9. CLOSING THE SEARCH

PEOPLE ADMIN

The selected candidate should be moved to “recommend for hire” in People Admin and sent to recruitment. Recruitment will complete the necessary steps to complete the hiring proposal and submit back to the committee chair for approval. The committee chair verifies that references have been checked and that the nepotism policy has not been violated. Once this is complete, the committee chair submits the hiring proposal back to the Division of Human Resources – EPA Recruiter.

CANDIDATE SELECTED AND ACCEPTED

Once a candidate has accepted the offer in writing, the department chair must change the status in People Admin of all applicants to Not Interviewed/Not Hired, Interviewed/Not Hired or Interviewed/Hired.

A final Personnel Action Package will need to be assembled. The complete checklist is located on the DHR website. Included documents are: EPA New Hire Checklist, letter of recommendation from Dean to provost and Vice Chancellor for Academic Affairs, copy of Permission to Hire form, Faculty Credential and Qualification Form and Official transcripts for ALL degrees



All EPA faculty-teaching courses at the doctoral degree level must hold an earned doctoral degree in the teaching discipline or a related discipline as required by SACS standards.

- ✓ Completed EPA Internal Salary Authorization Form
- ✓ EPA Application for Employment
- ✓ Original offer letter with acceptance signature of the candidate and the date signed (updated each year for one year/visiting appointments)
- ✓ Official transcripts – there must be official transcripts for all graduate degrees
- ✓ Curriculum vitae/resume
- ✓ Three (3) letters of recommendation
- ✓ Copy of signed appointment letter

- ✓ Memorandum/email from the Division of Human Resources indicating the Criminal Background Check has been completed.

Once EPA Budget and Administration in the Office of the Provost receive the completed ISAF and package, the Provost will review and approve. Once approved, the EPA office will forward the package of material to the Division of Human Resources – EPA Recruiter.

All foreign nationals are subject to approval by the United States Citizenship and Immigration Services. Additionally, all employees at the university must possess a United States social security number and be eligible to work in the U.S.



Note that employees may not start to work without the background check.

For your reference, new employees will also need to complete, in person at the DHR, the I-9 form and be eligible to work in the U.S. A letter will be generated by DHR Recruitment providing information regarding orientation and I9 completion. Please instruct the candidate to view form on the HR web site prior to their arrival to campus as it contains information about required forms of identification.

UNSUCCESSFUL SEARCH

If a search does not produce any desirable or qualified the search must be considered unsuccessful and closed. The department chair submits an email to the dean, providing the reason that the search is considered unsuccessful. The dean forwards this email to the Office of the Provost, EPA Budget and Administration department for final determination.

After a failed search is officially declared, the department or search committee chair changes the status of all applicants in People Admin as noted. The search committee chair requests a template letter from DHR for transmission to the applicants.

Any positions that remain open for longer than six (6) months will be contacted by the EPA Recruitment Coordinator to ensure that a search is still pending. If the position is still open May 30 the search will be terminated and the position returns to the pool of unfilled positions.

It is important that the search documentation can be located in the event that an applicant files a complaint. All documentation for each candidate should be retained for a minimum of 3 years. Electronic files are maintained in and can be accessed through People Admin. The hiring department should keep all other documentation.

The EEO/AA officer and the department chair will be informed via e-mail, by the committee chair, that the search is officially concluded when all candidates have been notified and the records are archived.

(Intentionally Left Blank)

SECTION 10 ADDITIONAL FACULTY HIRING POLICIES

6.5 FACULTY EMPLOYMENT PROCEDURES, ACADEMIC FREEDOM, PROFESSORIAL RANK, TENURE, AND DUE PROCESS

For employment of persons who are Exempt from the State Personnel Act (EPA), the hire does not become official until both the employee and the chancellor of the University have signed an appointment letter. See the policy titled “Faculty and EPA Employment Procedures.” See the policy titled “Academic Freedom, Tenure and Due Process.”

6.6 EQUAL EMPLOYMENT OPPORTUNITY

The Policy on Equal Employment Opportunity is nondiscriminatory and applies to all without regard to race, national origin, color, creed, religion, sex, age, physical or mental disability, veteran’s status, political affiliation, sexual orientation and sexual identity. Except where religion, gender, and/or age are physical requirements and are bona-fide job related employment requirements, this policy covers all conditions of employment, including the following: recruitment, hiring, training, promotion, compensation, fringe benefits, opportunities to serve on committees and decision making bodies, and participation in social and recreational programs.

Each vice chancellor, dean, director, department chairperson and supervisor is responsible for implementing the Equal Employment Opportunity Policy of the University. This policy shall be an important objective of the University as it continues to move toward its goal of educational excellence.

The Equal Employment Opportunity Policy of the University is administered through the Division of Human Resources. The University has two (2) positions designated to be responsible for implementing this Policy: the Vice Chancellor for Human Resources and the Director of Employee Relations and Affirmative Action Officer.

6.10 NEPOTISM

The following restrictions, designed to avoid the possibility of favoritism based on family or personal relationship, shall be observed with respect to institutional personnel who are not subject to the State Personnel Act.

For this Nepotism Policy, the expression "related persons" shall include any of the following:

1. Parent and child
2. Siblings
3. Grandparent and grandchild
4. Aunt and/or uncle and niece and/or nephew

5. First cousins
6. Step-parent and step-child
7. Step-brothers and step-sisters
8. Husband and wife
9. Parents-in-law and children-in-law
10. Brothers-in-law and sisters-in-law
11. Guardian and ward
12. Persons engaged in amorous relationships; an amorous relationship exists when, without the benefit of marriage, two persons voluntarily have a sexual union or are engaged in a romantic courtship (e.g., dating or engaged to be married) that may or may not have been consummated sexually.
13. People living in the same household, who share a relationship comparable to immediate family members.

Related persons shall not serve concurrently within A&T in any case where one such person would occupy a position having responsibility for the direct supervision of the other related person. Appointing a different person as supervisor may be an appropriate method of resolving such a situation. An exercise of discretion may be necessary in such situations, with the possibility of varying conclusions depending on the circumstances. In general, if the relationship between an employee and an official in the line of supervision is sufficiently remote to give rise to no substantial supervisory relationship, it may be appropriate to disregard the fact they are related persons.

With respect to proposed employment decisions which would result in the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), a related person may not be employed if the professional qualifications of other candidates for the available position are demonstrably superior to those of the related person. The administrative official who has authority to give final approval to the employment shall obtain from the official recommending employment a certification to the effect that no other candidate for the position in question possesses qualifications superior to those of the candidate who is the related person.

With respect to the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), neither related person shall be permitted, either individually or as a member of a faculty or a member of a committee of a faculty, to participate in the evaluation of the other related person.

An annual report on all specific cases during the preceding year in which the terms of this policy were applied shall be made to the Board of Trustees by the Chancellor at the meeting falling closest to commencement. See UNC Policy 300.4.2 and 300.4.2.1[G] for reporting details.

(Intentionally Left Blank)

FREQUENTLY ASKED QUESTIONS

Are there samples and other resources I can use to ensure the guidelines are adhered?

Yes, please refer to the Hiring Toolkit on the HR website for tips and examples to assist in your completion of recruitment and hiring.

How should candidate inquiries about their status be handled?

Prior to the selection of candidates(s) to interview, those meeting the minimum qualifications should be told that their applications are still under consideration. When the selection of candidates to be interviewed has been made, other candidates may be told that they were not included in the first group of candidates to be interviewed.

What do we do if a candidate is qualified for a higher rank than advertised?

The candidate must be considered only for the rank(s) in the position. At the discretion of the dean, the offer letter may include a statement about the date when the candidate could be considered for promotion in accordance to regulations, policies and procedures.

What happens to incomplete applications?

Applications are not available for review until all required documents have been submitted electronically. Application materials are not returned to candidates.

How do we treat internal candidates?

Internal candidates cannot be involved in the search process and must be treated in the same manner as external candidates. Confidentiality in all matters must, *absolutely*, be maintained.

Late applications

Applications submitted after the 30 day posting minimum do not have to be considered if noted that the application review will commence once the 30 days are completed. The applicant should be notified of this within the posting. The posting will remain open until a candidate is selected and has accepted the position.

What if there are no acceptable candidates?

The search can be abandoned at the instruction of the dean; letter will inform candidates that the search has been cancelled. The EPA Recruitment Coordinator within Division of Human Resources should be notified to cancel the position and the reasons why it should be closed should be provided.

What if a person sends his/her vitae to the dean or the Chair asking if they think the person meets the minimum qualifications and should apply?

Refer that person to the job ad website. Explain that all applicants must be assessed on the criteria stated in the ad, that you believe he/she is in the best position to determine if he/she meets the qualifications or not, and he/she is certainly welcome and encouraged to apply after making that determination.

REFERENCES CONSULTED

- East Carolina University. (2015). *Recruitment Resources*. Retrieved from <http://www.ecu.edu/cs-acad/oed/resources.cfm>
- North Carolina Agricultural and Technical State University. (2011). *A&T Preeminence 2020: Embracing Our Past, Creating Our Future; Strategic Plan 2011 – 2020*. Retrieved from <http://www.ncat.edu/about/forms-pdf/strategicplan-preeminence2020.pdf>
- Roehling, M.V. & Granberry Russell, P. (Eds.) (2012). *Faculty Search Toolkit: A Resource for Search Committees and Administrators at Michigan State University (NSF Advance Grant #0811205)*. East Lansing , MI: Michigan State University.
- The Ohio State University. (2009). *Guide to Effective Searches*. Retrieved from <http://hr.osu.edu/public/documents/hrpubs/guidesearches.pdf>
- University of Florida. (2012). *Faculty Recruitment Toolkit*. Retrieved from http://www.aa.ufl.edu/Data/Sites/18/media/documents/faculty_toolkit.pdf
- University of North Carolina – Chapel Hill. (2015). *Recruitment Advertising*.. Retrieved from <http://hr.unc.edu/careers-at-carolina/hiring-manager-information/recruitment-advertising/>
- University of Southern Mississippi. (2015). Faculty Hiring Toolkit. Retrieved from http://www.usm.edu/sites/default/files/groups/office-provost/pdf/usm_facultyhiringtoolkit_8-3-15.pdf