Related Policies:
Equal Employment Opportunity Plan
Notice of Nondiscrimination Policy

Additional References:
EPA Recruitment and Selection Procedures (available online: http://www.ecu.edu/cs-acad/oed)

Contact Information:
Office for Equity and Diversity (252-328-6804)
Department of Human Resources (252-328-9897)

I. Covered Positions

These procedures apply to hiring for any EPA position. Such positions include EPA administrators (e.g., Directors or Vice Chancellors) and EPA teaching faculty positions in both tenure track and fixed term categories. They also include EPA non-teaching positions such as Research Associates. The procedures apply to hiring for any position which involves greater than half-time. These procedures also apply when you intend to recruit and select a candidate from within the University rather than from outside. Upon approval, such an “internal” search can be conducted in a shorter time period; the same requirements, however, must be met.

II. Purpose

Described in these procedural guidelines are the necessary steps to completing a standard search to fill an EPA faculty or administrator position. These guidelines were developed to ensure compliance with Equal Employment Opportunity/Affirmative Action laws and policies and to provide consistency in the recruitment process across the university. The Office for Equity and Diversity also seeks to provide the framework and technical guidance to ensure a successful, well-planned search process.

III. Procedures

A. The recruitment process for compliance with affirmative action and equal opportunity guidelines is a multi-step procedure. While there is flexibility on how each department develops the particulars of conducting their individual searches, the documentation requirements are the same for all.

B. The Compliance Documentation Process for EPA Recruitment

These are the steps required by equal opportunity and affirmative action regulations to document compliance when conducting a search for an EPA position.

1. EPA Requisition

   This is the first official paperwork to be completed by a department in the recruitment process.

   a) Prior to advertising the position, the Requisition must be completed and approved by the Department of Human Resources and the Office for Equity
and Diversity. On this form, please indicate the position title, department, and degree requirement. You must also specify the date the search will open and for what length of time you will accept applications. On the form, you may specify a “cut-off date” after which you will accept no more applications. Or instead, you may specify that the recruitment will be ongoing until filled and provide a date on which screening will begin. This means that on that date you will begin the screening and interviewing process, although you continue to accept applications until someone is hired. In either event, the minimum time period for accepting applications in the case of teaching faculty is thirty (30) days. For non-teaching faculty (e.g., research associates or EPA administrators) the minimum is fourteen (14) days. For “internal searches” the minimum time is also fourteen (14) days. Begin counting the days from the time an announcement of your position will appear in some type of advertisement. Also include the name of the chair and search committee members, a copy of the vacancy announcement, a list of the essential functions of the position and the recruitment plan.

b) Note that any requests to deviate from the standard search process should be made via the special permission section of the Requisition. (For additional information, please see the section below: C. Exceptions to the EPA Recruitment Process, 2. Special Permission Exceptions).

c) Once the Requisition is complete, it should be routed through the approval process electronically via the PeopleAdmin system which generally includes the chair or appropriate administrator, the Department of Human Resources, and the Office for Equity and Diversity. Upon approval, you may begin advertising the vacant position. The Department of Human Resources will post the position on the ECU job vacancy website via the PeopleAdmin system and the HigherEdJobs.com website.

d) As applications are received, please acknowledge receipt by a letter from the chair of the search committee. All candidates should be told how the process will proceed and when they may next expect to hear from the committee.

2. EPA Screening Report

a) Prior to conducting interviews, the committee [or hiring authority, in cases where no search committee is appointed] must submit (via the People Admin system) the EEO Screening Report to the Department of Human Resources and Office for Equity and Diversity, which includes an alphabetized list of the applicants for the position and the names of those the committee wishes to interview. The PeopleAdmin system automatically generates this list of applicants and includes a summary of demographic data of the applicant pool.

b) For those whose applications are being excluded from further consideration, a job-related reason for the exclusion must be stated. It should also be noted whether the candidate meets the minimum requirements for the position as advertised. Once this information has been reviewed by both offices and approval given, the search committee may begin interviewing candidates.
c) In instances where an adequate pool of candidates who meet the requirements of the position description is generated, it is expected that a minimum of two candidates should be interviewed by the search committee. It is important to note that candidates should not be interviewed until the Screening Report has been approved by both the Department of Human Resources and Office for Equity and Diversity.

d) Note that all searches, and particularly those approved for search exceptions (internal, local/regional, and abbreviated searches), will be reviewed to ensure that recruitment efforts have generated a significant pool of qualified candidates. Although consideration will be given to the extenuating circumstances, in most all instances recruitment efforts (per review of the Screening Report) that do not yield such an applicant pool will need to continue the recruitment process and employ additional outreach efforts. (rev. 3/21/2007)

e) After the approved screening date, the search committee may begin screening candidates. The committee may also opt to continue accepting application packets until the position is filled. This is particularly helpful if the position is difficult to fill. In this situation, the committee should submit the initial Screening Report after the approved screening date. An updated Screening Report should be submitted to report any additional applicants received before the position is closed.

3. EPA Compliance Report

a) After the search committee completes the interviews and decides who should be selected for the position, the EPA Compliance Report should be completed and submitted via the PeopleAdmin system.

b) On this report, include the name of the first choice candidate (and second choice, if applicable), and a brief evaluation of their qualifications as related to position standards along with salary recommendations. The reasons for elimination for those interviewed and not selected for the position must also be included.

c) Forward the report via the PeopleAdmin system through the appropriate approval routing, to include the Department of Human Resources and Office for Equity and Diversity. It will be reviewed to be certain that the final selection process conforms to the procedures outlined in the East Carolina University Equal Employment Opportunity Plan.

d) Once the Compliance Report has been reviewed and approved by both offices, the search committee should make recommendation for a contingent job offer (pending approval by the required authority such as the Board of Trustees or Board of Governors. Note: Board of Governors approval is required only for Chancellor Appointment.) The offer of employment should not be made until the Compliance Report has been approved by the Department of Human Resources and the Office for Equity and Diversity.
C. Exceptions to the EPA Recruitment Process

1. Situations in Which No Search is Required (rev. 10/15/2004)

   a) Half-time or Less—If an appointment involves half-time (i.e., .50 FTE) or less, no search is required. The appointment may be extended at half-time or less without a search as long as it continues to be a half-time commitment (i.e., .50 FTE) per semester or less. Any increase in part-time (i.e., .50 FTE or less) status to greater than half-time up to and including full-time status requires a search as defined in the section on temporary appointments.

   b) Extension of Appointment—If a person is hired as a fixed-term appointee, full- or part-time, as a result of a search and remains continuously employed, no further search is required to extend the appointment. Continuous employment means employed with no break other than summer. Any break of one semester or more [unless the break is due to an approved leave such as FSIL, FMLA, etc.] requires a new search.

   c) Other—Other situations in which no search is required is where a PI or Co-PI has been named in a grant or contract and award of the grant/contract is contingent upon the individual named serving in the specified capacity.

2. Temporary Appointments (rev. 10/15/07)

   a) This policy statement applies to any request to fill a position at an FTE that is greater than half-time (i.e., 50 FTE).

   b) EPA employees (faculty and non-faculty) are expected to be identified through a regular active search process that includes appropriate recruitment efforts to generate a well-populated, diverse pool of qualified candidates. In most cases, the university’s policies and procedures permit sufficient time to conduct a regular search in order to fill a position. However, exceptional circumstances occasionally create an immediate need to employ individuals on a temporary basis until it is determined if a longer term appointment may be needed. When these circumstances arise, the procedures defined below are followed in order to meet the immediate needs of the program.

   c) A person may be hired as a fixed-term appointee up to and including full-time (i.e., 1.0 FTE) for one semester without conducting a search. In extenuating circumstances, this person may be extended for one additional consecutive semester up to and including 1.0 FTE without conducting a search. An example of such an extenuating circumstance where an extension may be necessary and there is insufficient time for a search would be a temporary replacement faculty member filling in for a faculty member who has been approved for Faculty Serious Illness and Disability Leave (FSIL) for fifteen weeks and the employee on FSIL is unable to return to work as anticipated. The temporary replacement could be offered an extension of the one-semester contract for another semester to maintain continuity in the educational program. This person’s appointment may not be extended after two consecutive semesters without conducting a standard search.
3. Special Permission Exceptions to the Standard Recruitment Process

a) These guidelines for EPA recruitment and selection were established to ensure compliance with federal and state EEO laws. There are, on occasion, extenuating circumstances that make it necessary to deviate from the standard procedures (i.e., a faculty member separating from the university shortly before the start of a new semester). In these extenuating circumstances, the Office for Equity and Diversity may grant approval to modify the standard search process to accommodate the extenuating circumstance. The hiring official must provide a complete, detailed explanation outlining the need for special permission and a description of the accommodation requested. The EPA Request for Special Permission is included on the Requisition in the PeopleAdmin system. All exceptions must be approved by the Department of Human Resources and the Office for Equity and Diversity.

b) Examples of special permission exceptions that may be granted include:

- Abbreviated Searches may be granted when advertising less than 30 days for teaching positions and less than 14 days for non-teaching positions.

- Internal Searches may be granted when there is knowledge of strong candidates that are already employed by the University.

- Regional Searches may be granted to limit the recruitment area to a specific region or area (generally locally), and when such a restriction will still generate a diverse pool of qualified applicants.

- Current Candidate Pool requests may be granted to fill a vacant position with an existing, diverse pool of candidates that resulted from a previous search that required the same general qualifications as the vacant position.

- Waived Searches may be granted to hire an individual without advertising or recruitment. Typically granted in the following extenuating circumstances:
  ◊ Programs of Strength allows a stellar candidate with expertise in an area currently underrepresented within the University to be appointed without a search.
  ◊ Chief Executive or Academic Officer employment of core staff in negotiated arrangements.
A Principal Investigator or Co-Principal Investigator is named in a grant proposal and funding is contingent upon individuals named.

c) Justification Requirements for Special Permission Requests (rev. 3/21/2007)

A special permission request should include a justification statement detailing the reason for the request to deviate from the standard search. Specifically:

The request for an abbreviated search should clearly indicate the timing of incidents leading to the need to fill the position quickly.

The request for an internal or local/regional search should clearly indicate:

- The unique knowledge and/or qualifications that an internal or local/regional candidate would have relative to the nature of the position description that justifies the request to narrow the search from national (standard) to internal or local/regional.
- Consideration of whether the internal or local/regional search will generate a diverse pool of qualified applicants. Approved internal or local/regional searches will be reviewed to ensure that recruitment efforts have generated a significant pool of qualified candidates. Recruitment efforts (per review of the Screening Report) that do not yield such an applicant pool will need to continue the recruitment process and employ additional outreach efforts.
- The request to use a current candidate pool should indicate the reason for such request, a statement of the position description and qualifications for the new position relative to the position recently recruited. Use of a current applicant pool may only be approved for searches that were initiated less than one year prior to the special permission request to use a current applicant pool.
- The request for a search waiver should indicate the extenuating circumstances leading to the request for a waiver and an evaluation of the person’s unique qualifications relative to the position description.
4. Other Important Considerations

Other things that should be considered when conducting a search include:

a) Potential negative perception of hiring from former institutions- Hiring officials should be mindful of the potential negative perception related to hiring employees who come from former institutions of our current administrators. We have added a column to our Screening Report where you will need to indicate each candidate's current employer (or most recent, if no longer employed) to assist in monitoring applicant information for compliance. It is important to have this added benefit during our review process of knowing from where the candidate hails.

b) Pre-selection of candidates- It is very important to note, particularly in the spirit of equal employment opportunity, that we should not pre-select candidates before an appropriate search has been conducted. If there are strong candidates for positions for which you are recruiting, then they should naturally outperform those in competition for the job. Additionally, the person selected needs to be the most qualified candidate for the position. Although not standard for every search, if there are any "red flags" in the selection of candidates that come up during our review process, the Office for Equity and Diversity may request copies of CVs or resumes for further audit and review. Search committees should not employ searches as merely a formal means to hire a candidate who has already been "pre-selected". The Committee should either request approval for a waiver or conduct searches with integrity.

c) Interinstitutional Recruitment Policy-This policy statement comes directly from The UNC Policy Manual, which contains the official policies governing the UNC system and the constituent institutions. It includes specific procedural regulations for instances where ECU recruitment efforts yield an EPA employee from another UNC system institution. Please be mindful of the existence of this policy and be sure it is referenced and followed if a search committee finds that the person best suited for the position is currently employed by another institution in the UNC system.