

PROCEDURAL GUIDELINES  
FOR FILLING  
FACULTY AND ADMINISTRATIVE  
POSITION VACANCIES

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## **PROCEDURAL GUIDELINES FOR FILLING FACULTY/ADMINISTRATIVE POSITIONS**

1. Executive Council approval secured to fill vacancy
2. Appoint Search Committee
3. Submit Vacancy Announcement Form to the Affirmative Action Office.
4. Develop circulation list and recruitment plan.
5. Brief minutes must be kept for all search committee meetings and retained by the search committee chair.
6. All applicants must receive an acknowledgement letter immediately upon receipt of their application. A sample acknowledgement letter may be found on the Affirmative Action website <http://www.atu.edu/affaction/>. Applicants will be instructed to complete an online survey regarding minority, disability, and veteran status.
7. Once the deadline for accepting applications has closed, an interim report should be completed and reviewed by the affirmative action officer. The interim report should include a list of all applicants that applied for the position. This report should be submitted to the Affirmative Action office prior to interviewing the first candidate.
8. If no viable applications were received, a memo should be sent to the Affirmative Action Officer giving an explanation for declaring a failed search (i.e., a small applicant pool, candidates withdraw from consideration, no qualified candidates applied). You must also include a decision to either close the position or extend the application deadline.
9. The search committee will screen candidates based upon the criteria set in the advertisement. Telephone interviews may be conducted prior to scheduling a campus interview. It is helpful to have some kind of objective instrument to use for screening purposes only.
10. Structure all telephone and face-to-face interviews to avoid discriminatory questions/comments, i.e., regarding race, gender, marital status, etc.
11. Once a candidate has been selected, contacted, and confirmed, please inform the affirmative action officer by email or phone. The minority data will be sent to the search committee chair to be used when filling out the Position Filled Report. When returning the Position Filled Report, attach the Checklist documenting that all steps in the process have been followed as prescribed in the Guidelines.
12. If no candidate was selected, the upper portion of the Position Filled Report should be completed and sent to the affirmative action officer. Information including the position, position number, future plans for the position, and a brief explanation as to why the position is closed without selecting a candidate should be completed.
13. All forms and guidelines are included in the August, 2012 revised copy of the Procedural Guidelines for Filling Faculty and Administrative Position Vacancies. (website: <http://www.atu.edu/affaction/>)

# GUIDELINES FOR FILLING FACULTY AND ADMINISTRATIVE VACANCIES

## INTRODUCTION

These guidelines have been developed with the expectation that they will provide a foundation for appropriate practices, not as rules to serve every situation. The spirit of openness and shared responsibility which these guidelines are intended to convey are consistent with affirmative action and other institutional commitments which promote the identification and selection of qualified faculty and staff.

### 1. APPROVAL AND SEARCH COMMITTEE

- a. When a vacancy occurs, the supervisor involved will notify their appropriate Vice President. If the vacancy is approved by the Vice President, a request to fill the position will be approved or rejected by executive council. After receiving notice of the approval of vacancy, the supervisor will consult with the appropriate Vice President to appoint a search committee and designate a search committee chair.

The search committee chair should be an individual who is highly regarded in the department, university, and community. They should have respect of diverse constituencies and have experience in searches that have been successful in recruiting minorities and women. The search committee chair should be skilled at conducting respectful and effective meetings.

- b. The composition of the search committee must include at least three people. Of these three people, at least one member must not be governed by the same Vice President. If the search is for a faculty vacancy, at least one search committee member must not be governed by the same Dean. The search committee should include women and minorities if possible. The supervisor may serve as the search committee chair when appropriate.
- c. The search committee will hold regular meetings throughout the search process and record minutes of all meetings. The search committee chair will maintain the file containing minutes of the meetings and other documents related to the search and hiring process for no shorter than 5 years.

The search committee will outline the schedule and procedures to be followed in conducting the screening process and will complete the vacancy announcement. It is the responsibility of the search committee to develop an advertisement, establish a list of specific criteria to be utilized for screening candidates, and creating a recruitment strategy.

Each member of the committee completes an objective assessment of every application based on the established criteria. These individual assessments are

consolidated and presented to the committee for a formal vote to accept the slate of candidates screened at each phase of the process.

- d. The file maintained by the search committee chair should contain the following documents:
  - i. Vacancy announcement, published advertisements, and circulation lists where notices were sent.
  - ii. Description of procedures to be followed by the committee and all criteria utilized for screening applications at each stage of the selection process.
  - iii. Name, position, rank, gender, race, and length of service of each person serving on the screening committee.
  - iv. Minutes of each meeting containing date of meeting, committee members present, and action taken.

## 2. ADVERTISEMENT AND RECRUITING

- a. Advertisements should be carefully constructed so that potential candidates are well aware of the expectations of the position. The criteria for screening candidates must be included in the advertisement and listed as a set of required qualifications and preferred qualifications. A good position description in conjunction with clear qualifications realistically reflects the skills and knowledge needed and helps to eliminate claims of discrimination.

Required qualifications are the absolute minimum qualifications the applicant must have to be considered for the position. Examples of required qualifications could include specific work experience, education requirements, or a specific technical certificate.

Preferred qualifications are criteria used to express what would be considered an ideal candidate. The search committee will be able to determine if the skill set of the candidate directly relates to the preferred qualifications and some discretion may be applied.

Additional Information that must also be included in the advertisement are the closing date and an expected date in which duties will commence. It is ideal to set the closing date at least four weeks out from the initial posting date; however, certain needs of the department require additional consideration and the closing date may be evaluated based on those needs.

The anticipated date in which duties commence can be a general date. For example you may put in the advertisement that the potential start date is August 2020 or August 12, 2020. This date is a general guideline that will allow potential candidates to know your timeframe for hiring or if the position start date is contingent upon other unknown circumstances.

## REQUIRED EEO STATEMENT

The last component of the advertisement MUST include an Equal Opportunity statement. Minimally the advertisement MUST include the phrase

“An Equal Opportunity Employer” or “AA/EOE”

Additional positive language inviting applications for women, minorities, persons with disabilities, and veterans may be added. You may also add verbiage regarding reasonable accommodation for persons with disabilities.

Example: “Reasonable accommodation in the application and interview process may be requested by contacting the search chair”

- b. The advertisement should be published in such a manner as to attract the most qualified and diverse human resources in the global market. The department should not rely exclusively on the publication of the announcement in only a few journals. The advertisement should be distributed as widely as possible using all available resources to reach the most potential candidates.

The announcement of a search is an active process. The concept of active recruiting is to create an ongoing recruiting agenda that expands networks beyond our usual colleagues. This should be a process that is done on a regular basis, not just at the time of a search.

Therefore:

1. Expand your networks
2. Advertise to faculty and graduate students at minority serving institutions and Historically Black Colleges and Universities
3. Publish the advertisement to doctoral directories, list serves, and journals that target women and minorities.

### 3. SCREENING AND INTERVIEWS

- a. After the published deadline for accepting applications, the search committee will evaluate the applicant pool to determine if the search is valid. The committee can recommend failing the search and re-advertising the position or close the search and select qualified finalists. The initial finalists should be evaluated based on their credentials as compared with the required and preferred qualifications specified in the advertisement.
- b. There can be several series of interviews before the successful candidate is chosen. Telephone and Skype interviews are acceptable first rounds. However, the interviews conducted at this stage should still be completed in a formal manner. In other words, there is no difference in the screening process if you are conducting telephone, Skype, or face to face interviews. They must all be treated consistently and without prejudice.

Successful and objective screening should always include keeping an open mind. The search committee should avoid stereotypical assumptions in which they may not even be aware. To avoid these pitfalls, use the stated qualifications to provide a basis for the selection criteria. In order to evaluate candidates in a way that emphasizes diversity, departments should develop an applicant checklist, a candidate rating form that includes specified criteria, and a predetermined set of core interview questions to ask of all candidates. The most important aspect to remember is to always maintain consistent evaluation and treatment of the candidates at all stages of the screening process.

- c. After the top-rated candidates have been selected, the committee will define the number of finalists they wish to recommend to the supervisor and/or appropriate Vice President for further consideration. The supervisor and/or the Vice President will review the information on the candidates and approve, revise, or deny the list of requested finalists for interviews.

At this point in the selection process, the committee chair will fill out the Interim Report containing a list of applicants and the rating they received by the search committee. The interim report will be sent to the affirmative action office with an indication of which candidates the search committee would like to interview. The affirmative action officer will complete the interim report with the information received from the applicant survey. This will allow the affirmative action officer to determine the breadth of ethnic and gender representation within the applicant pool. Interviews should only be conducted after the affirmative action officer has reviewed the interim report.

The chairman will arrange for committee members to begin contacting references on candidates by using a list of appropriate questions prepared by the chairman and reviewed by the committee. After checking references, the reports will be consolidated and presented to the appropriate supervisor. The chairman of the committee will contact the finalists to discuss particulars of the position and to ask whether the candidate wishes to remain under consideration.

- d. The supervisor and/or the appropriate Vice President will review the information on the candidates and the minutes of the meetings. The chair, after consultation with the search committee, will recommend a final slate of candidates to the appropriate vice president who will determine which candidates will be invited to the campus for an interview. The vice president may utilize the minutes and consolidated assessments of the committee in selecting the finalists to be invited for an interview.
- e. The search committee chair, working with the supervisor and vice president, will arrange an interview schedule for the candidates. The affirmative action officer will provide guidelines to assist with the selection of the questions and topics of discussion to avoid possible discrimination. Interview booklets are available through the affirmative action office. After the interviews are completed, the committee chair will forward all the applications, minutes, and other documents

related to the screening process to the supervisor. The file will be retained by the supervisor for the required period of time as determined by state and federal guidelines (five years in most cases) or until such time the affirmative action officer authorizes disposal.

#### 4. OFFER AND ACCEPTANCE

- a. Once the screening process has been concluded, the search committee will recommend a successful candidate to the chair, who will then share the results with the supervisor and/or the appropriate vice president. If all parties agree with the search committee's recommendation, a verbal offer may be extended. **The verbal offer will be considered a preliminary offer with stipulations based on the review and approval of all required human resources documents.**
- b. The search committee chair will notify the affirmative action office that a selection has been made. The interim report, with the minority data received, will be sent to the search committee chair so that the position filled report may be completed. A contract may not be issued until all paperwork has been received.

#### 5. REQUIRED DOCUMENTATION MAINTAINED BY THE AFFIRMATIVE ACTION OFFICER

The affirmative action officer will be responsible for maintaining a complete packet of forms and resources to assist the search committee with the recruitment and hiring process. An approval memo will be sent to the search committee chair once the vacancy announcement has been received. The memo will include a position number assigned by the affirmative action officer, as well as instructions on how to proceed with the search process. The search committee chair should then complete the following forms that are located on the affirmative action website: <http://www.atu.edu/affaction/>.

##### (a) VACANCY ANNOUNCEMENT FORM:

This form is to be completed and returned to the affirmative action officer as soon as the vacancy is authorized. The affirmative action officer will review the advertisement and forward an approval memo to the search committee chair. At this point, the chairman should arrange for the placement of the advertisement in the approved publications. Affirmative Action will place the advertisement on the Arkansas Tech University website and the HigherEdjobs.com website.

##### (b) MINORITY RECRUITMENT CONTACTS

The advertisement should be sent to historically black institutions and minority clearinghouses in addition to other selected colleges, universities, agencies, and individuals for the purpose of ensuring the widest exposure possible to qualified female and minority candidates. The minority recruitment plan should be outlined on the vacancy announcement. Resources such as publications and websites are available on the Affirmative Action website.

(c) CHECKLIST FOR FILLING FACULTY AND ADMINISTRATIVE VACANCIES

This form should be used as a guide to ensure that each step in the hiring process is completed, dated, and accounted for as documented by the signature of the person responsible.

(d) LETTERS OF ACKNOWLEDGMENT

Upon receipt of each application, the search committee chair will forward a letter of acknowledgment and will request the candidate to complete a statistical data survey located on the Affirmative Action website for use in completing state and federal reporting requirements. The letters of acknowledgements should be sent immediately upon receipt of the application. These letters should be sent via electronic mail when possible.

(e) STATISTICAL DATA SURVEY

Statistical data required for state and federal reporting requirements will be requested for each applicant. The address to the Affirmative Action website and directions for the applicant survey will be included in the acknowledgement letter. The applicant survey may be found at <http://www.atu.edu/affaction/AAsurveycard.php>. The submitted information will be reviewed by the affirmative action officer who will maintain the confidentiality of the information until the search committee has completed the interview process and a candidate has been chosen.

(f) INTERIM REPORT FOR PRE-INTERVIEW MONITORING

The interim report will be prepared and submitted to the affirmative action office after the search committee completes the initial screening and recommends a slate of candidates to the supervisor. The affirmative action officer will determine the breadth of ethnic and gender representation and decide whether to declare the application process closed. No interviews should be conducted until approval is secured from the affirmative action officer.

(g) POSITION FILLED REPORT

At the conclusion of the interview process, the supervisor, in consultation with the search committee, will select the one candidate who best meets the requirements for the position. The selection process and criteria utilized in making the final selection will be documented and placed in the file maintained by the supervisor. The appropriate administration will authorize the supervisor to extend an offer. Upon acceptance, the search committee chair will notify the affirmative action Officer a selection has been made. The interim report will be forwarded to the search committee chair with the minority information included. The position filled Report will then be completed and forwarded to the affirmative action office. A contract will not be issued until all paperwork has been received.

5. EMERGENCY APPOINTMENTS

The Emergency Hire process is designed to permit the hiring of individuals on a temporary, emergency basis without the immediate completion of a competitive search.

In rare emergency circumstances where illness, injury, death, or an unexpected retirement, resignation, or reassignment has occurred, the President of the University may authorize a temporary, emergency assignment. In this event, a contract may be issued for no more than one year, and the permanent position MUST be advertised through a competitive search process during the next normal recruitment period. If the emergency hire wishes to be considered for the permanent position they MUST apply for the position through the normal hiring practices. The emergency hire form must be completed and include all the appropriate signatures before it may be considered.

*Never hire or promote in your own image. It is foolish to replicate your strength and idiotic to replicate your weakness. It is essential to employ, trust, and reward those whose perspective, ability, and judgment are radically different from yours. It is also rare, for it requires uncommon humility, tolerance, and wisdom. ~ Dee W. Hock*