

EPA Faculty & Non-Faculty Recruitment and Selection Guidelines

This information is organized to provide the most accurate and efficient preparation and processing of EPA Faculty and Non-Faculty personnel actions at The University of North Carolina at Pembroke. By requiring use of these guidelines for all permanent EPA positions and for all full-time temporary EPA positions¹, the University intends to ensure department chairs and other hiring supervisors (1) attract the most qualified candidates for each position, (2) follow appropriate EPA faculty and non-faculty hiring practices, and (3) use a systematic procedure for administering the recruitment and selection process.

A. Overview of Roles and Responsibilities

1. **HIRING OFFICIAL.** The Hiring Official is typically the department chair (for faculty) or the immediate supervisor of the subject vacancy (for EPA non-faculty). The Hiring Official is responsible for requesting authority for establishing a new position or requesting approval to post a currently vacant position and initiating the search, implementing outreach strategies to ensure a diverse applicant pool, screening applicants to identify the most qualified, recommending the candidates to be interviewed, and recommending the final candidate(s) to the Search Reviewer.

¹ This policy applies to all EPA non-teaching and faculty positions being filled on a permanent basis (whether full or part-time) and all EPA non-teaching and faculty positions being filled on a full-time basis (whether permanent or temporary). Please contact the Department of Human Resources for the recruitment and selection process applicable to temporary part-time EPA non-faculty positions and the Division of Academic Affairs for the recruitment and selection process applicable to adjunct faculty and other temporary part-time faculty positions.

2. SEARCH REVIEWER. The Search Reviewer is typically the next higher person in the chain of supervision and is an official at or above the level of department chair or director. The Hiring Official reports to the Search Reviewer. The Search Reviewer receives and evaluates for purposes of potential approval the recommendations of the Hiring Official and is responsible for obtaining final University approval, as noted below. The Search Reviewer is responsible for making a comparative review of all on-campus interview candidates in order to certify the University has selected the most qualified candidate.

3. EEO/AA OFFICER. The EEO/AA Officer (or designee) will be available to meet with the Hiring Official for process review at the onset of each search. The Director of Human Resources will serve as the EEO/AA Officer for all SPA and EPA Non-teaching positions; the Provost and Vice Chancellor for Academic Affairs will serve as the EEO/AA Officer's designee for completing all duties of the EEO/AA Officer with regard to all EPA teaching positions. The EEO/AA Officer role is to assist in reviewing vacancy announcements and advertisements, to train and orient search committees on applicable employment laws, to provide sample interview questions and guidance on reference checks and approve any job sampling exercises, to review the applicant pool and assure that it is in compliance with UNCP's EEO/AA policy, and to approve the search process from an EEO standpoint.

4. FINAL APPOINTMENT AUTHORITY. Contingent on management flexibility, final appointment authority will depend on the status of the position under recruitment, as follows:

(a) For tenure-track faculty, final appointment authority has been delegated by the Board of Trustees to the Chancellor, to be exercised on the recommendation of the Provost and Vice Chancellor for Academic Affairs.

(b) For vice chancellor positions, final appointment authority is exercised by the Board of Trustees on the recommendation of the Chancellor.

(b) For senior academic or administrative officers as defined by UNC Policy 300.1.1, Section I-A (so-called SAAO I officers) other than vice chancellors, final appointment authority is exercised by the Chancellor on recommendation of the appropriate division vice Chancellor.

(c) For senior academic or administrative officers as defined by UNC Policy 300.1.1, Section I-B (so-called SAAO II officers), final appointment authority is exercised by the Chancellor on the recommendation of the appropriate division vice Chancellor.

(d) For EPA non-faculty employees as defined by UNC Policy 300.2.1, final appointment authority is exercised by the appropriate division vice chancellor on the recommendation of the Search Reviewer.

B. Steps in the Recruiting and Selection Process.

1. Authorization to Begin Search. Each dean exercises authority to initiate recruitment for budgeted EPA faculty and non-faculty positions within his or her college or school. The Chancellor and vice chancellors exercise authority to initiate recruitment for budgeted EPA non-faculty positions within their divisions. A department chair, director, or other appropriate official must request and receive authorization to recruit prior to beginning a search. A search is initiated when the dean or vice chancellor provides written approval to recruit to the department chair, director, or other appropriate official. The authorization letter should designate the "Hiring Official" and the "Search Reviewer" (as defined in this policy) and specify the title, position number that is to be filled, the Fund/Account number to fund the position, the level/rank of the position, and the Fund/Account number to be charged for recruitment expenses along with the adequate budget to conduct the search process. At the outset of the search, the author must also forward a copy of the authorization letter to the Director of Human Resources and, for EPA teaching positions only, to the Director of Academic Resources.

2. Search Committee Role and Composition. A search committee may be utilized to review and recommend candidates to the Hiring Official or, if the Hiring Official serves as a member of the search committee, to the Search Reviewer. It is presumed that a search committee will be used to recommend candidates for all full-time, tenure-track faculty positions and for all senior officers as defined by UNC Policy 300.1.1 and EPA Non-Faculty positions as defined by UNC Policy 300.2.1. The relevant Department configures the search committee.

(a) Search committees should be composed of individuals with discipline-specific backgrounds or in-depth knowledge of the position for which the search is being undertaken. Typically they will be from the department with the vacancy, but members may be appointed from external departments with a key interest in the role of the position. When practical and consistent with the principle that search committee members are selected primarily on the basis of their knowledge of the position Committee membership should include representation of women and minorities.

(b) The search committee should meet with the EEO/AA officer or designee at the outset of the search to familiarize the committee members with relevant aspects of equal employment opportunity practices.

(c) The Hiring Official should inform the search committee of its charge as approved by the Search Reviewer (e.g., whether to recommend a certain number of top candidates and if so, whether a ranking of the top candidates is to be communicated to the Hiring Official and Search Reviewer). The responsibility of the search committee is to review application materials for advertised requirements and preferences that indicate the potential for success in the position. Each committee member should independently review the applicant materials to determine his/her preferred candidates before meeting to discuss and compare selections with other committee members. The search committee should establish screening procedures to compare each applicant's qualifications to the

advertised required criteria and to ensure nondiscrimination in the application of the committee's selection standards. The Hiring Official, or Search Committee Chair if designated, is responsible to date stamp applicant materials when received outside the UNCP Online Employment System and forward an acknowledgement letter and EEO/AA self-disclosure card (available in Academic Affairs for faculty recruitment) which should specify position number and title to all qualified faculty applicants, asking the applicant to complete the card and return it to Academic Affairs. The Search Committee should reach consensus on all applicants to be interviewed or referred to the Search Reviewer. The Hiring Official, or Search Committee Chair if designated, must also send acknowledgement letters to the applicants who do not meet the minimum advertised qualifications and to applicants whose information was received after the date the Search Committee established beyond which it was not practical to continue to review applicants by notifying them that their applications will not be considered.

(d) All deliberations of the Search Committee are confidential to the extent allowed by law. It is not the practice of UNCP to divulge information discussed by search committee members beyond the relevant committee, department hiring official and search reviewer.

3. The Hiring Official and/or Search Committee collaborates on the preparation of the position description, using the [EPA Position Description Template \(url link\)](#), and

drafts the vacancy announcement and advertisements. To ensure compliance with Federal and State laws and University policies, advertisements must include the following elements:

- (a) Description of role, principal duties and responsibilities, including essential functions;
- (b) Description of minimum and preferred qualifications and attributes;
- (c) Description of salary or academic rank such as, "Salary and academic rank is commensurate depending on directly related education and experience level."
- (d) Screening begin date;

[For positions recruited nationally, the open recruitment period is typically 30 calendar days and must be no less than seven workdays after the latest advertisement date for the position. For EPA faculty and non-faculty positions, the objective is to start the screening process, not state a deadline or closing date for applications. If time is of the essence, departments may state a deadline or closing date, provided they understand this will preclude the department from considering applications received after the deadline without re-advertising the position.] Search committees may establish a date beyond which it is not practical to continue to review applications -- any reasonable period after the "screening begin date" -- provided that all applications received after that date are treated in a similar manner and applicants are informed whether or not their application actually received consideration.

(e) An EEO/AA statement commensurate with the length of the advertisement as follows:

(1) UNC Pembroke is an equal employment / affirmative action employer. Minorities and women are encouraged to apply. *[Appropriate for display ads that include descriptions of the University in addition to position descriptions and requirements.]*

(2) UNCP is an equal employment / affirmative action employer. *[Appropriate for electronic bulletin board ads.]*

(3) EEO/AA Employer *[Appropriate for brief text ads only.]*

(f) Instructions for submitting applications or letters of interest to the appropriate search committee chair or secretary or to a department chair, director, or hiring supervisor should be included under “Special Instructions to Applicants” field in the Online Employment System (OES).

(1) If the search committee chooses to receive paper applications packets, the advertisement should request the applicant to obtain a copy of the Application for EPA Faculty Positions from the Academic Affairs website.

(2) If the search committee chooses to utilize the OES to receive electronic applications, the Application for EPA Positions is created when an applicant applies online.

The EEO/AA officer or designee is available, on request, to assist departments in preparing advertisements.

4. Position Advertisement.

The Hiring Official, with the concurrence of the Search Reviewer determines where position advertisements should be placed. The Search Reviewer speaks directly with the EEO/AA Officer (Director of Human Resources or designee) to review planned recruitment efforts to identify minority candidates in the discipline. (See the UNCP Equal Employment Opportunity/Affirmative Action Plan.) Following appropriate and specific outreach strategies developed by the Hiring Official, in consultation with the EEO/AA Officer, advertisements will need to be placed with other organizations or publications that are likely to have contact with minority and women candidates to ensure a diverse applicant pool. No single method of advertising is necessarily sufficient. The approaches selected to identify qualified candidates should be chosen to make information about the vacancy available to a broad, representative body of possible applicants in the discipline, including minorities and women. Advertising venues should be consistent with academic discipline and labor market practices and must include at least one print-media.

The Chronicle of Higher Education remains a primary advertising outlet for many disciplines, but may be skipped in favor of advertising with academic or professional journals in disciplines where such journals are the "definitive" source for position announcements. On-line postings may provide the most effective notice of a particular vacancy and are permissible under UNCP policy, but may not replace print ads in their

entirety [Current DHS guidelines require print advertising in order for the university to rely on the recruitment process to obtain DHS eligibility to work for an individual who is not a permanent resident of the U.S.].

Positions to be filled within the institution only through recruiting from among permanent employees (such as academic department or program chairs) and not requiring a nationwide search will be posted on-campus through Academic Affairs or Human Resources as appropriate, university publications, and the University website; provided, however, publication of academic department chair positions may be limited to the faculty members within the department the chair will supervise and filled by a faculty member already employed by the University.

5. Submit a UNCP Online Employment System (OES) Requisition to establish a new position.

Whether the applications are being accepted through OES or submitted directly to a department or dean, each Hiring Official must submit (to initiate recruitment) an OES Requisition to establish a new position with the job description and an updated organizational chart to be routed electronically for approvals, to advertise and post previously established positions, and for faculty positions to the appropriate Dean, Director, vice chancellor or Chancellor. An OES requisition must also be submitted for EPA non-faculty positions. These will come from the office of the Chancellor or vice chancellor for the division to which the position is assigned. The Search Committee Chair should identify in OES the media advertisements for publication, such as in *The Chronicle of Higher Education*, HigherEdJobs.com, IMDiversity.com and one discipline

specific publication. The department that is hiring the faculty member is responsible for the expense of publications beyond these listed.

The requisition is electronically routed for divisional approval, than routed to Financial Planning & Budget Department to ensure the position funding is identified prior to advertising. The requisition then is submitted to Human Resources to establish the position and coordinate classification review of the position by Human Resources, UNC General Administration or Office of State Personnel, as appropriate. The establishment of and any revisions to EPA non-faculty positions requires advance approval of General Administration prior to beginning recruitment. This process can take from two weeks up to an additional thirty days for review and approval. Please factor these timeframes into the department's planning and recruitment.

When the OES requisition approval routing is completed, UNCP Human Resources will post all EPA non-teaching vacancy announcements on the university HR web page, arrange to have them posted with the North Carolina Employment Security Commission, and notify departments to submit the Banner purchase requisitions to place ads, as specified in OES. Academic Affairs will post EPA faculty vacancy announcements on the university Academic Affairs web page and submit the Banner purchasing requisitions to place ads, as specified in OES.

6. Receipt and Acknowledgment.

(a) If the Search Committee chooses to receive paper applications these should be date stamped when received and reviewed by the Hiring Official or Search Committee. The Hiring Official or Search Committee is designated to identify the *qualified* applicants

by comparing each applicant's qualifications to the advertised required criteria. As applications are received, the Hiring Official is responsible for forwarding an acknowledgement letter and EEO/AA self-disclosure card (available in Academic Affairs for faculty recruitment) which should specify position number and title to each qualified applicant, asking the applicant to complete the card and return it to the Academic Affairs.

If the OES system is not used to accept applications, the Hiring Official must also send acknowledgement letters to the applicants who do not meet the minimum advertised qualifications notifying them that their applications will not be considered.

(b) If the Faculty Search Committee chooses to utilize the OES to receive electronic applications, the EEO/AA self-disclosure card is not required. Online applicants complete a voluntary demographic page.

The Search Committee members may review electronic applications through the OES Guest User account. When the Search Committee determines the status (qualified, non-qualified, etc.) of an applicant, the Search Committee Chair will update the status in OES. Search Committees using the OES system are not required to send acknowledgement and non-qualified letters. These letters and status changes are available to applicants electronically.

7. EEO/AA Review of Applicant Pool

After the closing date for the advertised position, contact the EEO/AA Officer to determine the composition of the application pool and request permission to proceed with the search. (It is strongly recommended that when permission or approval is needed,

under this policy email or other written documents be used to communicate such permission or approval.)

Each search must undergo an EEO/AA review in which the race and gender demographics of the entire qualified applicant pool are compared to the race and gender demographics of the pool from which it is anticipated that the candidates will be selected for on-campus interviews (also referred to as the “most qualified candidates” pool; this may be the group selected for telephone interviews). A second EEO/AA review should also be conducted on the pool of candidates the department anticipates selecting for on-campus interviews.

(a) To request EEO/AA certification of the qualified applicant pool, the Hiring Official must forward an alphabetized list of all qualified applicant names to the EEO/AA officer together with the names of individuals who remain under serious consideration (the most qualified candidates) and their qualifications.

(b) The EEO/AA officer will analyze the entire qualified applicant pool in terms of race and gender and compare the qualified applicant pool to the race and gender profile of the most qualified candidates pool.

(c) Where the representation of women or minority candidates in the most qualified candidates pool is substantially less than in the entire qualified applicant pool the EEO/AA officer will advise the search committee on appropriate mechanisms to determine whether substantially equally qualified minority or women candidates are in the non-selected pool of applicants so as to ensure their continuing consideration.

(d) The final pool of candidates chosen for on-campus interviews may not be selected until the EEO/AA officer has approved the applicant pool. If the EEO/AA

officer does not approve the composition of the most qualified pool of applicants, the Hiring Official and Search Reviewer must meet with the EEO/AA officer to determine whether to re-open the search, suspend the search, re-advertise, or some other alternative in order to rectify any deficiencies in the applicant pool. Note: Under the process explained above, if the search committee chooses a process in which the most qualified applicants will be interviewed by telephone and a subset of that group is chosen as finalists who are given on-campus interviews, the EEO officer would have to approve the composition of the group chosen for the telephone interviews and the composition of the group of finalists who are selected for on-campus interviews.

8. Screen applicants thoroughly

This screening should include checking references via telephone and talking to someone who knows the candidate well but is not on the candidate's reference list. Search committee members should also talk at length with the candidates.

Reference questions, telephone interview questions, or job sampling exercises should be the same for all candidates and should be described in the search documentation. Because candidate qualifications are not identical, some variation in follow-up questions probably will be necessary. The EEO/AA officer can assist in preparing these questions on request. All deliberations of the search committee are confidential. It is not the practice of The University of North Carolina at Pembroke to divulge information discussed by the search committee members beyond the relevant committee, department hiring official, search reviewer or EEO Officer or designee.

9. Recommendations for Interviews

The search committee should recommend to the Dean, Vice Chancellor, or Chancellor, if appropriate, the applicants it wants to interview. When the Search Committee has selected a final pool of candidates for on-campus interviews, the Hiring Official should forward a list of proposed interview candidates and their qualifications to the Search Reviewer and EEO Officer or designee for approval.

10. Make travel arrangements

After receiving approval from the Search Reviewer to bring an applicant to campus, the Search Committee should contact the applicant to make travel arrangements. The Search Committee should also provide the applicants with an explanation of the travel reimbursement procedures. (Note: Airfare is reimbursed at the coach rate only.)

11. Explain to applicants (for any faculty position) that he or she will give a planned presentation during the campus visit.

Candidates for faculty positions should make a presentation (class lecture or research seminar presentation) during the interview process. Make sure that candidates are informed of this planned presentation when they are invited for an interview. Give the candidate some direction about the nature of the presentation. Also make sure that students, from either the departmental advisory committee or from the department, have an opportunity to hear this presentation. If at all possible, all departmental faculty should hear the presentation.

12. Send the applicants who are to be interviewed the Application for EPA Faculty Position form if not received with application materials so that they can complete and return to Search Committee Chair.

13. Require each faculty applicant who is invited to campus to provide complete official transcripts of all his or her academic work to Search Committee Chair. The Office of Human Resources completes academic credential verifications on all SPA and EPA Non-Faculty employees.

14. Complete and sign a Travel Request form and submit it to the Dean prior to the campus visit and interview.

15. Establish an interview schedule and include appropriate Department members, the Dean, and, when appropriate, the Vice Chancellor and the Chancellor. (The decision about whether the Provost and Vice Chancellor for Academic Affairs and the Chancellor will interview candidates for assistant professor positions should be made at the outset of the search process.) For tenure-track faculty hires, all tenured and tenure-track department faculty should be involved in the interview process.

16. Distribution of Candidate's Resume or Curriculum Vita

Prior to the campus interview, distribute copies of the candidate's resume or curriculum vita to the Dean, appropriate Vice Chancellor, the Chancellor, and other

appropriate parties. If the OES system is used, this process can be accomplished by assigning Guest User rights to those conducting the interview.

17. Conduct interviews to include the Department, Dean, appropriate Vice Chancellor, and, when appropriate, the Chancellor.

18. Either rank candidates or provide a list of unranked finalists for consideration, whichever is consistent with the charge to the search committee.

19. Provide statement of Proficiency in Oral and Written Communication for each finalist.

20. Send letter to EEO/AA Officer describing process, stating the *recommendation* for hire, and stating briefly why each applicant interviewed who was not recommended for hire was not selected.

After on-campus interviews, the Hiring Official should forward candidate qualifications and evaluation for candidates invited for on-campus interviews and the recommendation for hire to the EEO/AA officer or designee providing him or her an opportunity for objection to the to the search process on EEO/AA grounds. The following documentation should be provided:

- Composition of the search committee by name, title and department;
- Description of recruitment process and advertisements;

- A summary of the search process including screening measures and selection criteria;
- Name, apparent race and gender of all on-campus interview candidates. (Sometimes the interview will not disclose a candidate's race and/or gender.
- Comparative evaluation of on-campus interview candidates including brief statement of the rationale for selection recommendation and a brief statement regarding each candidate not selected.

In the event that the EEO/AA officer or designee objects to the search process, the EEO/AA officer shall consult with the Search Reviewer to determine if remedial measures can rehabilitate the search process. In the absence of agreement on remedial measures, the EEO/AA officer shall have the authority to recommend suspension of the process subject to review and approval by the appropriate vice chancellor or Chancellor.

21. Upon receipt of a statement of no objection from the EEO/AA Officer, ask for approval of Dean, or if not a faculty hire, to the appropriate vice chancellor or Chancellor, to make a job offer.

(a) Action by Hiring Official. When EEO/AA search process is completed with no objection from the EEO/AA officer or designee, the Hiring Official should forward a "Recommendation for New Appointment" form to the Search Reviewer for approval, together with the following documents:

- Composition of the search committee by name, title and department;
- A summary of the search process including screening measures and selection criteria;
- Comparative evaluation of on-campus interview candidates including brief statement of the rationale for selection recommendation;
- Letters of Interest and Curriculum Vitae of all on-campus interview candidates;
- “Application for EPA_Faculty Position” form for recommended candidate;
- Official transcripts, letters of recommendation, employment reference checks and for faculty hires only the completed "Certification of Credentials and Qualifications" form. (EPA Non-Faculty credential verifications will be completed by the Office of Human Resources within 90 days of date of hire);
- Completed “Recommendation for EPA Personnel Action” form.

(b) Action by Search Reviewer. After the Search Reviewer approves the recommendation for a candidate's selection, the Search Reviewer forwards the letter of interest and the resume or curriculum vitae for the recommended candidate to the final appointment authority or to the office responsible for obtaining final appointment approval, as appropriate, and returns the documentation for non-selected candidates back to the Hiring Official.

- All faculty appointment recommendations are forwarded to the Provost and Vice Chancellor for Academic Affairs.
- All EPA non-faculty appointment recommendations are forwarded to the Chancellor or division vice chancellor as appropriate.

22. Engage in intent to offer discussions with the candidate that is the first choice.

The Hiring Official does not have authority to issue intent to offer letters; however after receiving EEO/AA approval and the endorsement of the Search Reviewer, the Hiring Official may engage in intent to offer discussions with the recommended candidate to include discussion of salary and starting date.

The Search Reviewer may issue an intent to offer letter to the prospective candidate, subject to final appointment authority, confirming preliminary (conditional) agreements as to the employment status, salary, effective date of employment, the duration of any initial specified term appointment, and (if authorized) moving expenses.

23. When a candidate accepts, complete the Recommendation for EPA Personnel Action form and submit it to the Dean or vice chancellor, as appropriate, who will submit it to the appropriate vice chancellor or Chancellor.

24. After final appointment authority has been obtained, the Chancellor or appropriate division vice chancellor will prepare the contract.

(a) The Provost and Vice Chancellor of Academic Affairs issues an employment contract to candidates for all faculty positions including distinguished professorships and endowed chairs, department chairs, academic deans, or other senior administrative officers with concurrent faculty appointments, subject to approval by the Board of Trustees unless such authority is delegated to the Chancellor, in which case the appointments are subject to his or her approval.

(b) The Chancellor or division vice chancellor (as appropriate) or Human Resources issues employment appointment letters for all senior administrative officers (without faculty rank) and EPA non-faculty candidates in accordance with the delegation of management flexibility. Each appointment letters must be signed by the Chancellor or by a Vice Chancellor to whom authority to sign such appointment letter has been delegated by the Chancellor through a written memorandum filed with the Department of Human Resources.

(c) Disposition Letters and Records Retention Requirements

The Hiring Official is responsible for sending a final disposition letter to each non-selected candidate and for maintaining search files for a period of three and one-half years from the effective date of the appointment resulting from the search process. The file should include copies of each applicant's letter of interest and resume/curriculum vitae as well as search committee-related documentation and notes. These records must be retained in accordance with UNCP's records retention schedule.

The EEO/AA officer in Human Resources is responsible for maintaining a record of each search process, including EEO/AA analyses that have been conducted on applicant pools, for a period of three and one-half years from the effective date of the

appointment resulting from the search process. EEO/AA records are "process" files and do not include copies of individual letters of interest or resumes/curriculum vitae. These records must be retained in accordance with UNCP's records retention schedule.

(d) Reopening the Search

If the search is unsuccessful, the Hiring Official and Search Reviewer should notify the appropriate vice chancellor, and the following steps completed:

(1) By memorandum to the appropriate dean, vice chancellor or Chancellor, the Hiring Official and Search Reviewer should request authority to reopen the search. If the job description or requirements have been changed from that used in the previous search, the Hiring Official must draft a new job advertisement, get it approved by Search Reviewer and the EEO/AA officer or designee, and attach it to the memorandum.

(2) If the request to reopen is approved by the dean, vice chancellor or Chancellor (as appropriate), he or she signs the memorandum to indicate it is approved and forwards it to Academic Affairs for faculty positions or Office of Human Resources for Non-Faculty positions.

(3) The dean, vice chancellor or Chancellor may decide to reopen the search with new requirements, time lines, or to convert the position to a fixed term position (*of no more than one year*). If the position is converted to a fixed term, it should be advertised and a reasonable time period for recruitment should be provided.

Exceptions are made only under the provisions for Waiver of Recruitment as stated in this policy.

The Hiring Official is responsible for doing the following:

(i) Contacting all candidates in the previous applicant pool and requesting a response as to whether they wish to remain candidates, including all persons whose applications were received too late to be considered in the original pool (if any);

(ii) Notifying each candidate of any changes in qualifications or conditions of employment;

(iii) Identifying and implementing any broadened recruiting measures that may be productive; and

(iv) Reviewing the new pool to select the most qualified candidate for recommendation to the Search Reviewer for hire, following the same procedures as set out here for an original search.

C. Waiver of Recruitment

The University is committed to the open recruitment of all vacant positions that afford continuing employment and benefits. However, under limited circumstances, a waiver of recruitment may be appropriate when one of the following conditions applies:

- To prevent critical work stoppage. To acquire the services of an individual critical to institution needs when operating requirements are immediate and a public search would result in undue delay or disruption. Waivers based on work stoppage are valid only for a period of *one year*, subject to future recruitment if the position is continuing.

- To obtain special skills. To acquire the service of an individual whose academic, research, or professional qualifications are responsive to an express need of the institution and are so noted in his or her discipline as to negate a reasonable presumption that a better qualified candidate would result from an open search.
- Other compelling circumstances. The Chancellor may waive recruitment for any position defined in UNC Policy 300.1.1, Section I-B, or in UNC Policy 300.2.1 for other compelling circumstances deemed to be in the institution's interest. Waivers pertaining to positions defined in UNC Policy 300.1.1, Section I-A (positions for which the Board of Governors establishes salary ranges), are subject to the express prior approval of the UNCP Board of Trustees.

All waivers of recruitment require written documentation that outlines the special circumstances (at least one of those listed above) that apply and that states in detail the qualifications of the individual recommended for appointment. The request for waiver requires the express concurrence of the Search Reviewer, the EEO/AA officer, and the final appointment authority.