

**THE UNIVERSITY OF MISSISSIPPI
OFFICE OF EQUAL OPPORTUNITY AND REGULATORY
COMPLIANCE**

www.eorc.olemiss.edu

**GUIDELINES FOR RECRUITMENT AND APPOINTMENT OF
FACULTY AND EXEMPT STAFF**

June 2015

This document sets forth guidelines for the recruitment and appointment of faculty and exempt staff at The University of Mississippi. These guidelines are also available online at www.eorc.olemiss.edu. Please be aware that job search records must be maintained for three years.

The Department of Human Resources (HR) and the Equal Opportunity and Regulatory Compliance Office (EORC) have other various tools that should be consulted throughout the recruitment process.

Search Committee Manual: This guide will explain the hiring process as well as clarify the roles of the search committee chair and members.

<http://www.olemiss.edu/hr/files/employment/SearchCommitteeManual2015.pdf>

Department Administrator's User Guide: This guide will explain use of the University of Mississippi Online Employment Application System.

<http://www.olemiss.edu/hr/files/employment/DeptAdminGuide.pdf>

Should you need additional advice, you may contact the Office of Equal Opportunity and Regulatory Compliance via:

Email: eeo@olemiss.edu

Phone: (662) 915-7735

Additional information can also be found online at the following websites:

Human Resources: www.olemiss.edu/depts/hr

Equal Opportunity and Regulatory Compliance: eorc.olemiss.edu

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POLICY STATEMENT

It is the policy of the University of Mississippi to provide equal opportunity in any employment practice, education program or education activity to all qualified persons. The University complies with all applicable laws regarding equal opportunity and affirmative action and does not unlawfully discriminate against any employee or applicant for employment on the basis of race, color, gender, sex, sexual orientation, gender identity or expression, religion, national origin, age, disability, veteran status, or genetic information. This policy extends to recruitment, employment, promotion, demotion, transfer, lay-off, termination, compensation, training, benefits and all other terms and conditions of employment.

Employment opportunities will not be distinguished on the basis of gender unless gender is a bona fide occupational qualification. Employment opportunities will not be distinguished on the basis of age except where age is reasonably taken into account as a factor necessary to the normal operation or the achievement of any statutory objective of a program or activity administered by the University.

The University will take affirmative action to recruit, employ and to advance in employment minorities; women; individuals with disabilities; disabled veterans; and other protected veterans, including recently separated veterans, active duty, wartime, or campaign badge veterans, armed forces service medal veterans. Reasonable accommodations will be made for otherwise qualified disabled veterans and other persons with disabilities.

The full text of the University EEO/AA policy is available at:
<http://eorc.olemiss.edu/policies/>

RATIONALE

A finding of noncompliance with Equal Employment Opportunity and Affirmative Action (EEO/AA) policies by the Office of Federal Contract Compliance Programs (OFCCP), the U.S. Department of Education Office of Civil Rights (OCR), or other regulatory agencies, could delay or even block the award of federal grants or contracts to the University. **Therefore, approval for the appointment of new faculty and staff WILL NOT be given until the Office of Equal Opportunity and Regulatory Compliance has verified that the recruitment and selection process is in compliance with all relevant policies.**

PREPARING THE PERSONNEL REQUISITION FORM

Department head, signatory officer or designee creates a Personnel Requisition within the online jobs system (People Admin) at <https://jobs.olemiss.edu/hr> and submits it through administrative channels. The following information must be included:

- A. Completed recruitment effort plan detailing the placement and location of all job listings.
 - i. It is recommended that faculty, upper level administrative and exempt positions be considered for advertisement nationally or regionally in order to ensure a broad applicant pool whenever possible. If the search committee actively recruits applicants by personal contact, the chair of the search committee or designee should advise those contacted that applications are only accepted through the University's online job system.
- B. A list of proposed search committee members with race and gender noted. This should be done *BEFORE* the actual appointment of a committee.
- C. The proposed job listing which contains the requirements and qualifications of the position. ***Preferences will not be allowed. They tend to reduce, rather than expand, the size of the applicant pool.***
 - i. Departments should not indicate a closing date in the job listing since any applications received after a closing date may not be considered for the position. A more flexible approach is to use a statement such as: "*Review of applications will begin immediately and continue until position is filled or until an adequate applicant pool is established.*"
- D. In rare instances, a waiver of external advertisement may be requested for **business necessity** if extenuating circumstances exist. The request and justification for the waiver **must** be listed in the comment section of the Personnel Requisition Form for review by the Director of Equal Opportunity and Regulatory Compliance or designee. Please refer to Section 5 for more information regarding waivers for *temporary* faculty. **A waiver should generally not be used to fill tenure-track positions.** A better alternative is to use a visiting or adjunct title. If a regular faculty position is funded for the following year, the visiting or adjunct person may compete for the tenure-track position along with other applicants.

- E.** After the Personnel Requisition Form has been approved through all administrative offices, the hiring department will place the advertisement(s) and proceed with other recruitment efforts. While the Office of Equal Opportunity and Regulatory Compliance will advise the committee in the placement and options for job listings and advertisement, the hiring department is ultimately responsible for the placement and payment of the advertisement. The hiring department should obtain proof that the ad was placed and retain it with other records related to the job search.

SELECTING THE SEARCH COMMITTEE

The department head/signatory officer or designee is responsible for selecting a search committee and appointing a person to chair the committee. This committee will serve in a search/advisory capacity. The committee's purpose and focus may be further defined by the department head/signatory officer or designee during a meeting with the committee. It is acceptable for the department head/signatory officer to reserve the right to accept or reject recommendations from the search/advisory committee. Should the department head/signatory officer elect to reject all suggested candidates, he or she should then instruct the committee to continue their search or, if that appears to be impractical, to abort the search process.

Search committee membership should be as ethnically and gender diverse as possible and should undertake proactive steps to attract an ethnically and gender diverse pool of qualified applicants. Some departments still do not have minority employees so it may be necessary to go outside the immediate department, when appropriate, to ask a minority to serve on search committees. There are some disciplines on campus which are similar in nature and perhaps a person from another department could serve on the committee without undue hardship. EO/RC recommends that the search committee be comprised of at least three members for entry-level positions or as many as the department head/signatory officer or designee chooses. **It is recommended that search committees for faculty and upper level positions have a minimum of three members.**

Employees with hiring authority (deans, directors, vice chancellors, department heads, etc.) should designate the search committee members and designate which member will serve as the search committee chair. The decision-maker should present a charge to this committee stating what he or she expects of the candidates presented for review and allow the committee to serve in the capacity for which it was formed. The decision maker should also remind the committee chair of the need to collect and retain interview notes, reference checks, and other documentation related to the job search that is not already maintained in the online jobs system.

Search committees for tenure track faculty or upper level positions are encouraged to request an affirmative action charge to the committee from the Office of Equal Opportunity and Regulatory Compliance. This office will issue the same charge to other search committees for other positions upon request.

It is imperative that search committee members be aware of the confidential nature of all information made available to them during the recruitment process. Search committee members are not to discuss or disclose any information about job applicants, reference checks or any other information to anyone who is not directly involved in the search process or in a “need-to-know” capacity.

Depending on the selection process, the department head/signatory officer or designee may choose to be involved at the beginning when the position is being developed, serve on the search committee, or be notified at the end when the search committee presents its recommendations. Some department heads/signatory officers or designees prefer to be kept up-to-date throughout the search process. **The role the department head/signatory officer or designee wishes to take should be clearly outlined in the committee charge. Unless otherwise delegated, the final recommendation decision is made by the department head/signatory officer or designee.** The committee chair may frequently seek advice and consultation from the department head/signatory officer or designee; consequently, it is important that the department head/signatory officer or designee remain objective throughout the search process

REQUIREMENTS FOR JOB LISTINGS, ADVERTISEMENTS AND OTHER POSITION ANNOUNCEMENTS

Job listings, advertisements and other position announcements must be approved by the Office of Equal Opportunity and Regulatory Compliance prior to placement. Proposed advertisements and a list of recruitment sources must be stated on the Personnel Requisition Form (Jobs Online). The Director of Equal Opportunity and Regulatory Compliance or designee will approve the advertisement or position announcement as part of the approval process for the Personnel Requisition Form.

All advertisements or position announcements must meet the following criteria:

A. Include the following statement:

“The University of Mississippi is an EOE/AA/Minorities/Females/Vet/Disability/Sexual Orientation/Gender Identity/Title VI/Title VII/Title IX/504/ADA/ADEA employer.”

OR

“The University of Mississippi provides equal opportunity in any employment practice, education program, or education activity to all qualified persons. The University complies with all applicable laws regarding equal opportunity and affirmative action and does not unlawfully discriminate against any employee or applicant for employment based upon race, color, gender, sex, sexual orientation, gender identity or expression, religion, national origin, age, disability, veteran status, or genetic information.”

- B.** Be placed in publications read by, or at sites frequented by, professionals qualified for the position.
- C.** For all full-time tenure track faculty positions and some full-time executive exempt positions where recruitment must be at the national level, this means appropriate nationally distributed professionals journals, newsletters or professional society positions bulletins.
- D.** For non-tenure track or part-time faculty positions and those executive, exempt positions not requiring a national search, this means posting

where all qualified local candidates would have a fair opportunity to learn of their availability.

The Director of Equal Opportunity and Regulatory Compliance or designee will provide advice and direction concerning appropriate recruitment sources.

SAMPLE RECRUITING SOURCES FOR FACULTY AND EXEMPT STAFF

This list is not intended to be all-inclusive, nor are all sources required.

- Publications
- Professional Journals
- Professional List Serves
- Specialty/ Society Journals and Newsletters

Chronicle of Higher Education, 1255 Twenty-Third
St. N.W., Seventh Floor, Washington, D. C. 20037
Phone: (202) 466-1000,
Fax: (202) 452-1033
Web Site: www.chronicle.com

Insight into Diversity, 11132 South Towne Square, Suite 203,
St. Louis, MO 63123
Phone: (800)
537-0655 Fax:
(314) 200-9956
Web Site: www.insightintodiversity.com

Diverse Issues in Higher Education,
10520 Warwick Avenue, Suite B-8, Fairfax, VA
22030 Phone: 1-(800) 783-3199 or (703) 385-
2981
Fax: (703) 385-1839,
Web Site: www.diverseeducation.com

- Newspapers

The Commercial Appeal
Attention: Classified
Advertising 495 Union
Avenue
Memphis, Tennessee 38103
Phone: (800)
444-6397 Fax:
(901) 529-2278
Web Site: www.commercialappeal.com

The Jackson Clarion Ledger

Attention: Classified Advertising
Post Office Box 40
Jackson, Mississippi 39205
Phone: (601) 961-7100
Fax: (601) 961-7286
Web Site: www.clarionledger.com

The Oxford Eagle
Attention: Classified Advertising
Post Office Box 866
Oxford, Mississippi 38655
Phone: (662) 234-4331
Email: oxford_eagle@mspress.org
Web Site: www.oxfordeagle.com

The Northeast Mississippi Daily Journal
Attention: Classified Advertising
Post Office Box 909
Tupelo, Mississippi 38802
Phone: (800) 270-2622
Fax: (662) 842-2233
Email: classifieds@djournal.com
Web Site: www.djournal.com

Advertisements may be placed in publications specifically targeted to reach qualified candidates from underrepresented segments of the population (e.g., Insight into Diversity, Diverse Issues in Higher Education, Women in Higher Education, American Association of University Women, etc.).

A personal letter, with a copy of the position announcement, may be sent to appropriate leadership persons at historically black institutions requesting nominations for the position and requesting that the announcement be prominently posted to acquaint others of the availability of the position. Form letters should not be used for this purpose.

Advertisements **must**:

- Be posted with The University of Mississippi's online job system and advertised a reasonable length of time before the position can be filled.
- Be posted with Mississippi Department of Employment Security job system which obtains opportunities on a daily basis from the

university's on-line job site.

- Be forwarded for posting at institutions or centers known to train or employ professionals who would qualify for the position.

The Director of Equal Opportunity and Regulatory Compliance will provide advice and direction concerning appropriate locations.

RECEIVING APPLICATIONS

All applications and required supporting documents are submitted through the Online Employment System. Applicants may be nominated by others. The nominees should be directed to complete the online process and to attach any documentation (e.g. vitae/resume) required for the selection process.

The search committee must screen each applicant according to the criteria indicated in the advertisement. In addition, the committee may add criteria which are included in the full job description. If, for example, one applicant is asked to provide additional documentation for further consideration in the selection process, **all applicants** must be given the opportunity to provide the same documentation if necessary. Screening tools developed by the search committee will assist in providing written documentation and justification of selections and non-selections that relate to the position. If requested, the Office of Equal Opportunity and Regulatory Compliance will review screening forms for compliance.

For clarification, an applicant is anyone who expresses interest in the position by applying through the UM online jobs system and who meets the minimum qualifications for the job. A candidate is anyone interviewed for the position.

PREPARING FOR THE INTERVIEW, REFERENCE CHECKS, AND MAINTENANCE OF RECORDS

An outline of the interview questions and procedures used to document the evaluation of applicants must be developed by the search committee *prior* to beginning the interview. These questions must be legal, valid and job-related. It is recommended that as many committee members as possible participate in the interview. ***All notes made during the interviews must be retained by the department for three years along with all other documents related to the hiring process.*** Telephone screening of candidates may be used to determine continued interest and telephone interviews, may be considered for formal interviews as long as they follow the same process as in-person interviews.

Reference checks are used to diminish ambiguity and obtain specific job-related information. *References should be professional references. It is highly recommended that reference checks occur at the final selection phase. As a courtesy, it is suggested that the candidate be informed that the reference check process is the next step.* The committee should ask candidates for permission to check unlisted references. In both cases, the candidate's response should be recorded. If references are used as a screening tool prior to interviews, then the same verification process must be made for all.

All notes made during reference checks must be retained by the hiring unit for three years along with all other documents related to the hiring process.

Job search records, such as screening forms, interview notes, and reference checks should be maintained in the hiring departments and must be filed in a secure centralized location. These records are subject to being audited by the Office of Equal Opportunity and Regulatory Compliance and/or other regulatory agencies in order to ensure that a fair job search has been conducted.

HIRING TEMPORARY FACULTY AND OTHER SPECIAL EMPLOYEES

Below is information regarding some faculty ranks. For more information regarding faculty titles, please contact the Office of the Provost or Human Resources.

Definitions of Faculty Ranks

Regular Faculty

The Regular Faculty consists of tenured faculty and tenure-track faculty.

Support (Other) Faculty

Support faculty are employed for a limited range of duties. They have no University governance or voting rights. They are not progressing toward tenure. They are to assume that their employment ceases at the end of the contract in effect unless they are offered a new contract. Support faculty include Instructors, Lecturers, Senior Lecturers, Artists in Residence, Writers in Residence, and all professorial titles with the prefixes Visiting, Acting, and Clinical/Instructional.

A. Instructor

Persons with the rank of instructor shall be hired for teaching duties but shall not be tenure track and shall be employed on one-year contracts, the contracts being renewable at the discretion of the University.

Instructors who have not been given a guarantee of continuing employment are members of the Support Faculty.

B. Adjunct

The prefix Adjunct is used for persons whose primary responsibilities lie outside the University. These positions have an employment percentage of less than 100%. The prefix may be used before the instructional titles Instructor, Assistant Professor, Associate Professor and Professor.

Adjunct faculty members are members of the Support Faculty. Usually adjunct faculty members derive their principal income from sources outside the University though they may be paid for teaching University classes on a part-time basis. Adjunct faculty members cannot attain tenure; in the event that an adjunct faculty member is appointed to a tenure-track position, the time a person serves while an adjunct faculty member shall not count toward the probationary time toward tenure.

Persons holding the title Adjunct are eligible to exercise the responsibilities of Associate Graduate Faculty.

C. Visiting

The prefix "Visiting" may precede the ranks of Assistant Professor, Associate Professor, and Professor. This title is used for professorial faculty from other universities and for qualified professionals who can contribute to the intellectual life of the University through teaching or

research. Visiting faculty members have temporary appointments and are members of the Support Faculty. Persons holding the title Visiting are eligible to exercise the responsibilities of Associate Graduate Faculty.”

Temporary Faculty

Temporary faculty are divided into two groups of employees, Temporary I and Temporary II. Temporary I faculty will work for a department on a regular basis for a short period of time that cannot exceed four and one-half (4½) months. Temporary II faculty may work for a department on a regular basis for longer than four and one-half (4½) (4 months, but no longer than a 12-month period.

Examples of temporary faculty are:

(1) adjunct faculty (2) visiting faculty (3) lecturer faculty (4) artist-in-residence faculty (5) writer-in-residence faculty

Note: As a general rule, no affirmative action paperwork is necessary for the above faculty hires. However, there may be times when such documentation will be required. (For example, you may wish to recruit for one of the aforementioned positions. If recruitment is necessary, the hiring/recruiting guidelines herein must be followed.) Please call the Office of Equal Opportunity and Regulatory Compliance if you have questions concerning this process.

All hires for job searches for Temporary II faculty positions MUST complete the online application process. Equal Opportunity and Regulatory Compliance monitors these temporary hires to ascertain that females and minorities are given equal opportunity to fill these positions.

All Temporary II faculty positions generally should be posted with the Human Resources office for a **minimum of five (5) days**. Departments must follow the instructions in, “Preparing the Personnel Requisition Form” and the instructions in, “Preparing Hiring Documents.”

Equal Opportunity and Regulatory Compliance monitors all temporary positions (including faculty and upper level staff) to determine if any of those positions become permanent, full-time positions. If a department wishes for a temporary position to become a permanent position, the department must complete the search through the online job system.

Part-time and adjunct faculty members are becoming increasingly important in higher education. On some campuses, they outnumber tenure track and tenured faculty. Departments hire part-time and adjunct faculty for temporary positions, usually for very low salaries, and often at the last minute. Procedures for hiring temporary faculty are less stringent.

Waivers of “further recruitment” for faculty may be used:

- To hire visiting, adjunct or distinguished faculty for limited periods of time
- When time is of the essence for staffing classes

Clinical/Instructional Faculty

The prefix “clinical” or “Instructional” may precede the ranks Assistant Professor, Associate Professor, and Professor. These ranks include positions where the primary duties are instruction, including the teaching of practical skills and demonstrating best professional practices or the providing of clinical service to the community at large. The primary qualifications for such positions typically include substantial practitioner experience. Clinical/Instructional faculty members are members of the Support Faculty. Clinical/Instructional faculty members may be eligible to exercise the responsibilities of Associate Members of the Graduate Faculty. No affirmative action paperwork is needed for appointments which are unsalaried. Departments should process an Electronic Form, and forward through administrative channels.

Temporary Professionals

Temporary professional staff are also divided into two groups of employees, Temporary I and Temporary II.

- Temporary I Professionals work for a department on a regular basis for a short period of time. This should not exceed four and one-half (4½) months.
- Temporary II Professionals work for a department on a regular basis for a longer period of time. The time period should be more than four and one-half (4½) months, but should be no longer than a 12 month period.

All hires for Temporary I and Temporary II staff positions **MUST complete the online application**. Equal Opportunity and Regulatory Compliance monitors these temporary hires to ascertain that females and minorities are given equal opportunity to fill these positions.

All Temporary I professional positions should be posted online at jobs.olemiss.edu for a **minimum of one (1) day**.

All Temporary II professional positions should be posted online at jobs.olemiss.edu for a **minimum of five (5) days**. Departments must follow the instructions in “Preparing the Personnel Requisition,” and the instructions in “Preparing Hiring Documents.”

As with temporary faculty, Equal Opportunity and Regulatory Compliance monitors all temporary positions to determine if any of those positions become permanent, full-time positions. If a temporary position does become permanent, the recruitment guidelines listed herein should be followed.

Postdoctoral Employees

Postdoctoral student employees are students in that they are continuing on a course of study beyond their doctoral degree. They are also paid by the University for work performed and are also considered to be employees. Recruitment can be very limited in the pursuit of postdoctoral candidates. As a rule, the hiring unit has been contacted by doctoral candidates in pursuit of a postdoctoral position at the completion of that degree. Some postdoctoral candidates are found through a professional list service within the discipline needing the postdoctoral candidate.

- Postdoctoral Research Associate is “an individual who holds a doctoral degree and is engaged in a program of advanced research and training carried out under the guidance of University faculty, but which program does not lead to a graduate degree.” **No affirmative action documentation is needed.**

If a department wishes to actively recruit for these positions, the instructions listed in “Preparing the Personnel Requisition Form,” should be followed. When the successful candidate is chosen, the department should follow the instructions listed in “Preparing Hiring Documents.”

Interim or Acting Employees

An interim appointment is defined as “a temporary or provisional arrangement” and acting is “to serve temporarily, especially as a substitute during another’s absence” (Webster’s Universal College Dictionary). Appointments generally should be limited to a one year period and for use with faculty positions and director level positions. No affirmative action documentation is needed.

Most auditors in the Office of Federal Contract Compliance Program of the Department of Labor look very closely at hires who have served in positions temporarily. Without a formal policy in place (such as grow-your-own) for females and minorities, we must be consistent in including females and minorities for consideration on a routine basis.

PREPARING HIRING DOCUMENTS

All positions, for which job searches are conducted, including faculty, are processed online and follow this procedure:

- A.** The online system contains documentation relating to all applicants and no paperwork needs to be sent to the Office of Equal Opportunity and Regulatory Compliance. If the search committee receives any resume/vitae in paper form, that document must immediately be sent to the University Employment Office and scanned into the online hiring system. The hiring department is responsible for maintaining supporting forms and documents for all applicants for three years.
- B.** Job search records maintained in the hiring departments are subject to audit by the Office of Equal of Equal Opportunity and Regulatory Compliance and/or other regulatory agencies in order to ensure that a fair job search has been conducted.
- C.** The hiring department changes the status and non-selection reason for all applicants in the online system. The selected candidate's status is changed to "Interviewed, EO Review".
- D.** A Personnel Employment form (Electronic Form 1) or a Change of Status or Transfer into a New Position form (Electronic Form 3) is submitted through appropriate administrative channels. The appropriate electronic form must be reviewed and approved by the Equal Opportunity and Regulatory Compliance office.
- E.** For faculty, upper level administrative and exempt positions that are unclassified, the department head/signatory officer or designee may begin negotiations with the selected candidate. The job offer may be made by the hiring unit AFTER all hiring documents have been approved and signed. (Note: Job offers for other positions are made by Human Resources.)

The Office of Equal Opportunity and Regulatory Compliance does not send rejection letters. An automatically generated letter can be sent by the jobsite (jobs.olemiss.edu) if the department administrator selects one of the "sent e-mail" options. If the department does not wish to use the automated notification, an e-mail or letter should be sent to each applicant by the department. It is recommended that the hiring department sends letters to all applicants and

candidates not selected for faculty or exempt staff positions.

EEO/AA policies can be viewed in The University of Mississippi's policy directory at www.olemiss.edu/policies. Questions concerning the EEO/AA policies of the University should be directed to:

Becki Bressler

Director

The University of Mississippi

Equal Opportunity and Regulatory Compliance Post Office Box 1848

217 Martindale

University, Mississippi 38677

Telephone: (662) 915-7735

Fax: (662) 915-1229

E-mail: rbbressl@olemiss.edu

To learn more about equal opportunity and non-discrimination, see the University online training (<http://training.newmedialearning.com/ped/umississippi/index.htm>) on Preventing Employment Discrimination. New hires should complete online training no later than 30 days after their hire date.