

UT Health Science Center **SEARCH PROCEDURES**



INTRODUCTION

The University of Tennessee Health Science Center strives to be a university of choice by creating a positive learning environment for its total campus community.

To help create such an environment, the University seeks to recruit, hire, train, and promote qualified administrators, faculty, and staff from diverse backgrounds, cultures, and ideas into its various job vacancies.

The University takes affirmative steps to identify and encourage qualified applicants to apply, consider, and accept positions at the university and become a part of the growing campus community. Achieving this goal requires efforts and the total commitment of every individual and department within the campus community. In addition to these institutional goals, employment decisions must be “open, fair, and competitive.”

The Search Procedures: Guidelines for Conducting Academic, Executive, and Staff Exempt Searches at The University of Tennessee, Health Science Center, was designed to provide procedures and forms to be used for conducting faculty, executive administrative, and staff professional-exempt searches at all locations for the UT Health Science Center. The procedures provide a uniform and consistent means of conducting searches, ensure compliance with all federal affirmative action regulations, and that all applicants will receive equal consideration for employment without regard to race, color, religion, sex, marital status, parental status, sexual orientation, gender identity, national origin, disability, age, genetic information, veteran status, or any other characteristic protected by federal or state law.

Please review the materials carefully. Any questions may be directed to the **Office of Access and Compliance, 920 Madison Avenue, Suite 825, (901) 448-2112 (telephone); (901) 448-7382 (TTY), (901) 448-1120 (fax) or oac-hsc@uthsc.edu (email)**. Additional information needed to conduct a search will be provided at the search committee meeting by a representative of the Office of Access and Compliance or may be obtained by request to the Office of Access and Compliance, hereinafter, referred to as OAC.

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CHAPTER 1 FEDERAL LAWS AND SEARCH PROCEDURES

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA/V institution in the provision of its education and employment programs and services.

The University of Tennessee Health Science Center must adhere to several requirements in the hiring process to ensure compliance with federal and state laws. The Department of Labor requires that all applicants at the university be provided equal opportunities for consideration during the application process.

The following are federal and state laws that UT Health Science Center must adhere to in relation to Search Procedures.

Equal Employment Opportunity Commission

The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, childbirth, or related conditions, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.

Most employers with at least 15 employees are covered by EEOC laws (20 employees in age discrimination cases). Most labor unions and employment agencies are also covered.

The laws apply to all types of work situations, including hiring, firing, promotions, harassment, training, wages, and benefits.

https://www.eeoc.gov/sites/default/files/2022-10/22-088_EEOC_KnowYourRights_10_20.pdf

Affirmative Action

For federal contractors and subcontractors, affirmative action must be taken by covered employers to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. Affirmative actions include training programs, outreach efforts, and other positive steps. These procedures should be incorporated into the company's written personnel policies. Employers with written affirmative action programs must implement them, keep them on file, and update them annually.

Title VI

Title VI, 42 U.S.C. § 2000d et seq., was enacted as part of the landmark Civil Rights Act of 1964. It prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance.

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

As President John F. Kennedy said in 1963:

"Simple justice requires that public funds, to which all taxpayers of all races [colors, and national origins] contribute, not be spent in any fashion which encourages, entrenches, subsidizes or results in racial [color or national origin] discrimination."

Discrimination can be defined as "making a difference in treatment or to favor on a basis other than individual merit." The role of the Office of Access and Compliance is to create awareness through training and other communication methods, investigate complaints and ensure compliance across campus. Because the University of Tennessee Health Science Center receives a variety of federal funding, protection under Title VI exists in all environments affiliated with our campus.

Title VII

Title VII prohibits employment discrimination based on race, color, religion, sex, or national origin. It applies to employer decisions about the terms, conditions, and privileges of employment, including hiring, firing, promotion, discipline, and benefits. Title VII protects employees and applicants for employment. At UT, Title VII protections are found in Human Resources Policy 0220 and Human Resources Policy 0280. The federal Equal Employment Opportunity Commission (EEOC) enforces Title VII compliance.

Title IX

"No person in the United States, shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance." Title IX of the Education Amendments of 1972, and its implementing regulation at 34 C.F.R. Part 106 (Title IX).

The University of Tennessee Health Science Center is a recipient of federal financial assistance for education activities, and in accordance with the provisions of the Education Amendments Act of 1972, all of its education programs and activities are subject to the prohibition of Title IX. Additionally, in compliance with state law, the University develops a Title IX implementation plan annually and submits it to the state Comptroller's office. This plan reflects the guidelines set forth in the document, "Without Regard to Gender," produced by the Office of Education Accountability.

Title IX prohibits sex-based discrimination in education programs and activities that receive federal funds. In this context, sex-based discrimination includes sexual harassment and discrimination based on pregnancy or parenting status.

At UT, Title IX protections are found in the Policy on Sexual Harassment, Sexual Assault, Dating Violence, Domestic Violence, and Stalking (Title IX Policy). The federal Office for Civil Rights (OCR) enforces Title IX compliance.

Americans with Disabilities Act of 1990

Title I of the Americans with Disabilities Act of 1990 (ADA) makes it unlawful for an employer to discriminate against a qualified applicant or employee with a disability. The ADA applies to private employers with 15 or more employees and to state and local government employers. The U.S. Equal Employment Opportunity Commission (EEOC) enforces the employment provisions of the ADA.

The ADA defines an individual with a disability as a person who: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record or history of a substantially limiting impairment, or (3) is regarded or perceived by an employer as having a substantially limiting impairment.

An applicant with a disability, like all other applicants, must be able to meet the employer's requirements for the job, such as education, training, employment experience, skills, or licenses. In addition, an applicant with a disability must be able to perform the "essential functions" of the job the fundamental duties either on her own or with the help of "reasonable accommodation." However, an employer does not have to provide a reasonable accommodation that will cause "undue hardship," which is significant difficulty or expense.

<https://www.eeoc.gov/laws/guidance/job-applicants-and-ada>

Equal Employment Opportunity/ Affirmative Action Statement

Full EEO/AAStatement

All qualified applicants will receive equal consideration for employment and admissions without regard to race, color, religion, sex, marital status, parental status, sexual orientation, gender identity, national origin, disability, age, genetic information, veteran status, or any other characteristic protected by federal or state law.

Eligibility and other terms and conditions of employment benefits at The University of Tennessee are governed by laws and regulations of the State of Tennessee, and this non-discrimination statement is intended to be consistent with those laws and regulations.

In accordance with the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, The University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the University.

Inquiries and charges of violation of Title VI (race, color, national origin), Title IX (sex), Section 504 (disability), ADA (disability), Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the Office of Access and Compliance (OAC), 920 Madison Avenue, Suite 825, Memphis, Tennessee 38163, telephone 901.448.7382

(V/TTY available). Requests for accommodation of a disability should be directed to the ADA Coordinator at the Office of Access and Compliance

Inclusion of this statement is required in the following:

- Position announcements (which are not paid announcements), sent to potential referral sources and other institutions of higher education to solicit applications or nominations, for example: letter/memo for posting at other institutions, mass email/ listserv contacts, etc.
- Catalogs, application forms, posters, and other material used in conjunction with the referral and/or recruitment of students, faculty or staff.
- Publications which contain general information and are made available to alumni/alumnae, faculty, staff, students, or other participants in or beneficiaries of university programs.

Short EEO/AA Statement

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA/V institution in the provision of its education and employment programs and services.

Inclusion of the tagline is required in, but not limited to, the following:

- Paid advertisements to solicit applications for faculty and staff positions of employment.
- Contracts for goods or services.
- Purchase orders.
- Brochures or newsletters.

Record- Keeping Requirements

Record-Keeping Requirements Records of staff exempt, faculty, and executive exempt searches executed through the HR Employment Website are maintained in The Office of Access and Compliance, Human Resources, and the departmental office.

Records Maintained by OAC: The Narrative Summary materials and the electronic records in IRIS and the HR Employment Website constitute the official UT record of recruitment efforts. These will be maintained on file by OAC. Selection Justification Forms are retained by OAC and HR.

Records Maintained by the Department: Departments are required to retain all records (i.e. for 10 calendar years) that substantiate the information provided on the official UT records. These will include copies of the Narrative Summary materials, and any other information substantiating the search. In addition to substantiating documentation, departments must keep all candidate files and all records of scoring or selection. Records must be kept for ten calendar years after an individual's effective date of appointment to the position. These records may be sent to Records Management to be held for the required period or may be maintained in departmental files.

CHAPTER 2 TYPES OF SEARCHES AND SEARCH PROCESS STEP-BY-STEP

SECTION 1: TYPES OF SEARCHES

Searches can be categorized by the position's type, administrative level as well as the mode of advertisement for the position. Each type of search is governed by rules we must follow to ensure Equal Employment Opportunity and Affirmative Action compliance.

External (Formal) Searches

External (Formal) Searches may be conducted on a national, regional, or local scope depending on the appropriate level of recruitment. Procedures for conducting external searches provide the standard method for the advertisement and recruitment of applicants for positions that are Faculty, Executive Administrative, Staff-Professional Exempt, and "Other Academic" vacancies.

The term "other academic" includes staff-exempt employees whose primary appointment involves instruction, research, or service, but who do not hold faculty rank.

Internal Searches

An internal search may be appropriate when the department can identify a sufficient pool of qualified applicants from the current UT Health Science Center or UT System community to be potential applicants for a vacant position in the department or program.

Notes:

An external search would be required to fill the vacated position remaining as a result of selecting an internal candidate.

Executive search requirements apply to internal positions titled in the executive and managerial job group (i.e., manager; assistant director; associate director; director; executive director; chair; assistant dean; associate dean; and dean) and/or chief executive and managerial job group (i.e., assistant vice chancellor; associate vice chancellor; vice-chancellor; executive vice chancellor; and chancellor) searches.

Faculty Searches

Searches for UT Health Science Center Faculty are a collaboration between the Office of Access and Compliance, Human Resources, Office of Academic, Faculty, and Student Affairs, the College, and partner hospitals. Minimum posting days for Faculty Searches differ from their categorization of tenure track or non-tenure track.

All Tenure and Tenure-Track positions must be filled through a Formal Search Process.

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

Executive Administrative Searches

In accordance with the search guidelines, review and approval from UT Health Science Center's Office of Access and Compliance are required for any academic administrative position in the EEO job groups of chief executives and managerial or executive and managerial. Further, approval from the Associate Vice Chancellor of Access and Compliance and UT Health Science Center's Chancellor is required at various stages in the search process.

Titles include Manager, Assistant/ Associate/ Executive Director, Director, Assistant/ Associate/ Executive Dean, Dean, Assistant/Associate Vice Chancellor, Vice Chancellor, Chancellor

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

Search Exemptions for Limited or Exempted Search Requirements

Positions with limited or exempted search requirements fall under search exemptions. Limited or exempted procedures may be available for the recruitment and hiring of personnel for acting or interim appointments, restricted account positions, promotions in place, lecturer and instructor positions, coaches and limited duration positions *provided that* all criteria are met. Any other exceptions to the search procedures will be reviewed for approval by OAC and will be approved only after consultation with all appropriate administrators. Please consult with OAC regarding any request for a search exemption.

Note:

As chief affirmative action officer for the University of Tennessee Health Science Center, exceptions may also be granted by the Associate Vice Chancellor of the Office of Access and Compliance, Executive Vice Chancellor and/or the Chancellor, or their designees.

A Search Exemption cannot be used for faculty promotion from non-tenure to tenure.

A Search Exemption must be used for any positions that include "Interim" or "Acting" in its title.

[Appendix I: Search Exemption Form](#)

SECTION 2: SEARCH PROCESS STEP-BY-STEP

The following step-by-step outlines the Search Process for positions managed by OAC.

<https://www.uthsc.edu/access-compliance/search-process-step-by-step.php>

Staff- Professional Exempt Process

Before the Position is Posted

1. The designated Business Manager will enter the position and posting information in the Position Create/Change eForm in IRIS. HR will post the position.

Applicant Intake and Initial Screening

2. HR conducts preliminary screening to determine who meets minimum qualifications. HR forwards qualified applicants to the Business Manager or Search Committee representative.
3. The designated Business Manager will download applicant files and CVs from the HR Employment Website and email documents to the Search Committee Chair. Preliminary Zoom screening interviews are permitted here without pool approval.

Scheduling On-Campus Formal Interviews

4. The Search Committee Chair will communicate with the Business Manager to update the status of applicants whom they would like to move into the primary and secondary pools.
5. Once communicated, the business manager will email HR to prompt OAC for pool approval.
6. Once system prompted pool approval email is received from HR, OAC will review and approve primary and secondary pools in the HR Employment Website and then communicate with HR that the pools are approved.
7. Once pool(s) are approved, the department can begin formal interviews.

Before Making an Offer

8. The Business Manager will email HR with the [Hiring Justification Form](#).
9. HR handles all remaining offer/hire steps, as necessary.

For positions of this level, neither a Narrative Summary Form nor strength and weakness statements are needed.

Minimum Posting Dates:

External and Internal Searches = 5 days

Faculty Search Process

Before the Position is Posted

1. College/Department will create a position description for the position and form a Search Committee.
2. The designated Business Manager will enter the position and posting information in the Position Create/Change eForm in IRIS. Please attached the [Faculty Job Description Template](#) filled out when creating the position. (All Tenure and Tenure-Track Faculty positions must be filled through a formal search process.)
3. OAC will review and approve the position after workflow notification and post the position on the HR site and HigherEdJobs. OAC will communicate with the Business Manager when the job is posted.

Applicant Intake and Initial Screening

4. The designated Business Manager downloads applicant files and CVs from the HR Employment Website and emails documents to the Search Committee Chair.
5. The Search Committee Chair will communicate with the business manager to update the status of applicants in the HR Employment Website. The Business Manager will add notes to the applicant's file with explanations regarding status changes (i.e., Does not have a requisite degree, currently funded, etc.). Preliminary Zoom screening interviews are permitted here without pool approvals.

Scheduling On-Campus Formal Interviews

6. The Search Committee Chair will communicate with the Business Manager to update the status of applicants whom they would like to move into the primary and/or secondary pools.
7. The Business Manager must add strength and weakness statements into the applicant's file with explanations regarding status changes (i.e., Very little experience in specific area, lack of current funding, etc.). Once strength and weakness statements are updated in the HR Employment Website, the business manager will email the appropriate OAC representative for review and approval.
8. OAC will review and approve primary and secondary pools in the HR Employment Website; once approved by OAC, the committee can move forward with formal, on-campus interviews. Pool approval must happen **BEFORE** formal interviews.

Before Making an Offer

9. The Search Committee Chair will communicate the selected candidate and information regarding the offer to the business manager to enter in the HR Employment Website for OAC review. The Business Manager will email the OAC representative the [Hiring Justification Form](#) for review.
10. OAC will review and approve hiring authorization in the HR Employment Website and email the Business Manager that the department can move forward with a formal offer.
11. Once the formal offer is accepted and background information is cleared, the Business Manager will update the HR Employment Website, including dispositioning other candidates from the requisition. The Business Manager will email OAC to move the candidate to hire with the start date to close the requisition. Business Managers should not move a candidate to the hired step.

Minimum Posting Dates:

Tenure/Tenure-Track Faculty = 20 business days

Non-Tenure Track & Instructor Positions = 5 business days

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

Executive Administrative Search Process (Director, Assistant Director, Associate Director, Manager)*

Before the Position is Posted

1. The designated Business Manager will enter the position and posting information in the Position Create/Change eForm in IRIS.
2. The Business Manager will schedule a Search Charge meeting with OAC, the Search Committee, and the position's immediate supervisor. Executive-level positions are not posted without a search committee charge meeting.
3. Once the Search Committee is charged, HR will review and approve the position posting and post the position on the HR site and HigherEdJobs.

Applicant Intake and Initial Screening

4. (Optional) HR conducts preliminary screening to determine who meets minimum qualifications and then forwards qualified applicants to the designated Business Manager or Search Committee representative.
5. The designated Business Manager downloads applicant files and CVs from the HR Employment Website and emails documents to the Search Committee Chair. Preliminary Zoom screening interviews with the Search Committee are permitted here without pool approval.

Scheduling On-Campus Formal Interviews

6. The Search Committee Chair will communicate with the Business Manager to update the status of applicants whom they would like to move into the primary and/or secondary pools. Business Manager must add strength and weakness statements into the applicant's file with explanations regarding status changes (i.e., very little experience in specific area, currently funded, etc.).
7. Once strength and weakness statements are added to applicant files in the HR Employment Website, the business manager will email HR and OAC to prompt pool approval.
8. OAC will review and approve primary and secondary pools in the HR Employment Website and then communicate with HR that the pools are approved.
9. Once pool(s) are approved, the department can progress with formal interviews.

Before Making an Offer

10. The Hiring Official will fill out the [Hiring Justification Form](#) and communicate the selected candidate to the Business Manager to initiate offer procedures.
11. The Business Manager will email HR and OAC with the Hiring Justification Form. OAC will review and approve the offer authorization and will notify HR after approval.
12. HR handles all remaining offer/hire steps, as necessary.

*For positions of this level, no narrative summary form is needed.

Minimum Posting Dates:

External Search = 15 business days

Internal Search = 10 business days

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

Executive Administrative Search Process (Chancellor, Vice Chancellor, Assistant/Associate Vice Chancellor, Dean, Assistant/Associate/Executive Dean, Executive Director, Chair)

Before the Position is Posted

1. College/Department will create a position description for the position and form a Search Committee.
2. The Business Manager will schedule a Search Charge meeting with OAC, the Search Committee, and the position's immediate supervisor. Executive-level positions are not posted without a search committee charge meeting.
3. The designated Business Manager will enter the position and posting information in the Position Create/Change eForm in IRIS. Please attach the appropriate position description in IRIS when creating the position.
4. After the Search Charge Meeting, OAC will review and approve the position after workflow notification post the position on the HR site and HigherEdJobs. OAC will communicate with the Business Manager, Search Committee Chair, and Hiring Official when the job is posted.

Applicant Intake and Initial Screening

5. OAC will move candidates to the review step. The Business Manager will go download applicant files and CVs from the HR Employment Website and email the documents to the Search Committee Chair.
6. The Search Committee Chair will communicate with the Business Manager to update the status of applicants in the HR Employment Website. The business Manager must add notes into applicant's file with explanations regarding status changes (i.e., does not have requisite degree, currently funded, etc.) Preliminary Zoom screening interviews are permitted here without pool approvals.

Scheduling On-Campus Formal Interviews

7. The Search Committee Chair will communicate with the Business Manager to update the status of applicants whom they would like to move into the primary and secondary pools. The department will input all necessary information, including primary and secondary (alternate) candidates and strengths and weaknesses on the Narrative Summary Form, which routes to the appropriate administrators for signatures and approvals. The completed form will be sent to OAC for review and approval.
8. OAC will review and approve the Narrative Summary Form. Once approved, OAC will notify the Business Manager by email that formal interviews can proceed.

Before Making an Offer

9. The Hiring Official will fill out the [Hiring Justification Form](#) and communicate the selected candidate to the Business Manager to initiate offer procedures.
10. The Business Manager will email OAC with the Hiring Justification Form. OAC will review and approve hiring authorization in the HR Employment Website and email the Business Manager so that the department can move forward with a formal offer.
11. Once the formal offer is accepted and background information is cleared, the Business Manager will update in the HR Employment Website, including dispositioning other candidates from the requisition, and then request by email to OAC to move the candidate to step hire and close the position. Business Managers should not move a candidate to the hired step.

Minimum Posting Dates:

External Search= 15 business days

Internal Search = 10 business days

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

CHAPTER 3 THE SEARCH PROCESS

The Search Process can be divided into three major sections.

1. Before the Search
2. The Search
3. Selection and Offer Stage

Each of these sections will require OAC checkpoints. Checkpoints slightly vary depending on the type of search and position level.

The following sections will demonstrate the external (formal) search process, which is the standard.

SECTION 1: BEFORE THE SEARCH

- A. The Search Committee
- B. Position Description
- C. Search Charge Meeting
- D. Initiating a Search

A. The Search Committee

The Search Committee is a group of individuals who serve in an advisory role to the Hiring Official. They are responsible for finding qualified candidates for consideration for the open position.

Executive Administrative Searches

A formal Search Committee is required for all executive administrative searches.

Non- Executive Administrative Searches

Using a Search Committee for non-executive administrative searches provides a fair and equitable search process. Though these individuals do not go through a Search Charge Meeting, the best practices mentioned throughout this Search Procedure Manual should be followed.

Note:

Searches without a formal search committee, the requisition review, and approval of the positions in the UTHSC job site serve as the required meeting.

Formation of a Search Committee

The Hiring Official of an organizational unit or department in which a vacancy has occurred recommends a Search Committee to OAC and the Office of the Chancellor for approval before

scheduling a search committee charge meeting. Every effort must be made to secure diversity in the composition of the search committee unless it is impractical to do so. Standing search committees may be created to serve the recruitment and selection needs of a department.

The role of the chairperson is to coordinate all aspects of the recruitment and selection process with the hiring official, because of this, the Hiring Official and Search Committee Chair role shouldn't be occupied by the same person.

Hiring Officials should not be directly involved with any portion of the search process once the committee has been charged, more importantly, a Hiring Official should not have any direct involvement with an active search after charging the Search Committee.

As a general rule:

1. The Search Committee should be composed of 5-7 committee members minimum.
2. The members of the search committee should reflect the commitment to diversity, inclusion, and the affirmative action initiatives of the UT Health Science Center and thereby should be comprised of a combination of persons including women and underrepresented minorities.
3. Persons outside the hiring department unit may be appointed or invited to serve on the search committee.
4. For all internal searches, the search committee shall be chaired by a person from outside the department for which the search is being conducted.
5. The previous position holder may not serve on the Search Committee.
6. The Search Committee must go through a Search Charge Meeting by OAC.
7. Search Committee members must excuse themselves before the search commences if they wish to be in the running for the position.
8. Searches without a formal search committee, the requisition review and approval serve as the required meeting.

Search Committee Roles

Search Committee Chairperson's Role

The role of the chairperson is to coordinate all aspects of the recruitment and selection process with the hiring official, including:

1. Assuring the search process conforms to UTHSC guidelines and applicable state and federal laws;

2. Coordinating communication with the appropriate representative of the Human Resources Department, Business Manager/ HR Employment Website Representative, OAC, the search committee, and candidates;
3. Facilitating interviews and search committee meetings; and
4. Resolving conflicts should any arise.

Search Committee's Advisory Role

The Committee's responsibilities generally include:

1. Assisting in the development of the employment announcement and recruitment sources;
2. Establishing criteria to be used in evaluating a candidate's qualifications for a position (as outlined in the job profile);
 - Minimum qualifications are the education levels, skills, and credentials that an applicant must have in order to be considered for the position. If an applicant lacks a minimum qualification, he/she is considered unqualified for the position.
 - Preferred qualifications are additional skills and qualifications that would enhance an applicant's ability to successfully perform in the position. These qualifications are typically used to establish the interview pool. Candidates who meet the minimum qualifications normally must satisfy all or most of the preferred qualifications to be considered for an interview.
3. Screening and evaluating resumes in order to develop a "shortlist", specifically;
 - The search committee must evaluate the applicant pool by screening resumes based on the advertised minimum and preferred qualifications.
 - The committee must use the minimum requirements specified in the posting and the priorities expressed by the hiring official in order to have a consistent frame of analysis for committee members to evaluate the candidates in the applicant pool.
4. Recommending candidates for a campus interview; and
5. Interviewing candidates and making recommendations to the hiring official.

Search Committee Coordinator

A Search Committee Coordinator is an individual who helps the Search Committee with administrative tasks which may include downloading applicant files from the HR Employment Website, taking meeting minutes, and scheduling interviews. The Search Committee Coordinator is upheld with the same standard as the Search Committee and must follow Search Procedures.

Confidentiality

Confidentiality must be maintained throughout the search.

This is to protect the integrity and candor of member-to-member discussion and protect the identity of people who have allowed you to consider their names in candidacy. Candidates for university positions expect, and most universities and search committees grant, some level of confidentiality regarding the identification and release of candidate-specific information.

In addition, it is also generally accepted that there are obligations to protect the committee deliberations leading up to the selection of a final slate of candidates. However, because of Tennessee's Open Records Act, documents related to this search are matters of public record if requested.

In accepting committee membership, each member assumed responsibility not to mention any candidate's name or status, or the content of any committee conversation, to any non-committee person within or outside UTHSC.

B. Position Description

A properly constructed position description establishes the criteria to be used for advertising and the evaluation of applicants. The position description must include all **required/minimum and desired/preferred** qualifications. For example, if an advanced degree, a specific field of expertise, professional certification, or experience in a particular field is necessary to perform the job, the position description should indicate the minimum requirements. At the same time, narrowly focused requirements that are not critical for the performance of the job should be avoided as they tend to unnecessarily exclude applicants who might otherwise be qualified for the position.

Position Descriptions should generally include the following:

1. Title for the proposed position.
2. Employment classification of the position, i.e., administrative (with/without faculty rank, tenure and non-tenure track), faculty ("Assistant"/ "Associate" professor), or staff exempt.
3. Anticipated starting date and duration of the appointment (if applicable).
4. Salary range or notation stating competitiveness.
5. *Required*¹ and *Desired* qualifications for the positions. In cases where advanced degrees are expected, a hiring note may designate time parameters for receipt of the degree (i.e., "*Successful candidate must have Ph.D. at the time of appointment*").
6. Specific job duties, as appropriate.
7. Preferred deadline for receipt of applications. It may be useful to include the statement that "Review of applications will begin on (DATE) and will continue until the position is

filled.” This allows the committee to consider applications received after the preferred deadline while identifying a target date for submission by interested applicants.

8. Request for a cover letter, resume or vitae, and references (either names or written references).
9. Contact person with a name, address, and telephone number (usually the Search Committee chair is listed as the contact person).
10. **Executive Administrative positions** must also include in the job announcement the following statement: “Applicants² should have a demonstrated commitment to and knowledge of equal employment opportunity and affirmative action.”
11. The [Faculty Job Description Template](#) ensures required information is present for the job description in the HR Employment Website. Business Managers can utilize the ad for the position and input it in the required Faculty Job Description Template for OAC Representatives to post on the HR Employment Website.

Common problems with position descriptions include:

- A designation of a set number of years of experience such as 5 years. This requirement would mean that an applicant with 4 years and 11 months of experience would be unqualified under the terms of the description.
- Extremely limited degree requirements (although this may be appropriate, depending on the position). In one instance, the type of degree programs required was so limited it would have disqualified graduates from programs at Harvard and Stanford.
- Failure to indicate whether “experience” includes student or graduate-level work.

Notes:

- ¹Applicants who do not meet the standard required qualifications cannot be considered for Primary or Secondary Pool status. Stated “required qualifications” cannot be waived without re-advertising the position and inviting all former applicants to reapply.
- ²As a general rule, this document uses “applicants” to refer to persons who submit an application for a position while “candidate” is used referring to applicants in principle (primary) or alternate (secondary) pools selected by the search committee for consideration for the position.

[Appendix B](#) includes

- Job Description Template for Faculty (Similar to Post-Doc Templates)
- Boilerplate Language
- Example of a Faculty Position Description Ad

C. Search Charge Meeting

Search Charge Required Positions

Search Charge Meetings are held to cover UT Health Science Center's Search Process Procedures and best practices during a Search.

These positions, based on their EEO Category, require a Search Charge Meeting before a position is posted.

- Director
- Assistant Director
- Associate Director
- Executive Director
- Manager
- Chair
- Assistant Dean
- Associate Dean
- Executive Dean
- Dean
- Assistant Vice Chancellor
- Associate Vice Chancellor
- Vice Chancellor
- Chancellor

A Search Charge Meeting can be executed for non-executive positions by request of the Hiring Official and the Business Manager.

Search Charge Meeting Attendance

Required Attendance:

1. Hiring Official
2. Search Committee Chairperson
3. Search Committee
4. Search Coordinator
5. Search Firm (if applicable)
6. OAC Representative/ Associate Vice Chancellor of Access and Compliance

Notes:

If a Search Committee member is not in attendance, they may sign an attestation form. The attestation form will be sent by an OAC representative or the Search Committee Chair.

If the hiring official is not in attendance, the Search Charge Meeting must be rescheduled.

Search Charge Meeting Agenda

1. The Hiring Official always addresses the Search Committee first with the following:
 - Expressing gratitude to the committee members for the service they will provide, particularly for shaping the future of the College and University at large.

- Strongly emphasizing the institution's focus on inclusion and commitment to recruiting a broadly diverse candidate pool regarding the position to be filled.
 - Qualifications for the position, including preferences.
 - The search committee expectations, and how many finalists should be forwarded.
 - Answer any questions from the Search Committee regarding the position.
2. The Office of Access and Compliance reviews search process compliance with the Search Committee.
 3. The Hiring Official and OAC will leave after they deliver their charge. At this point, the Search Committee may discuss their next steps for the Search.

Scheduling a Search Charge Meeting

The Business Manager or a Search Coordinator/ Administrative Professional may provide support to the Search Committee by gathering availability for the Search Committee and the Hiring Official. Once a time and date have been established, the Search Coordinator will contact the Office of Access and Compliance to schedule the Search Charge.

Please contact the Office of Access and Compliance via email at oac-hsc@uthsc.edu or the appropriate OAC representative to schedule the search. The Office of Access and Compliance will accommodate the Search Committee and Hiring Official's schedules.

OAC will not proceed with the Search Charge Meeting if the Hiring Official is not present at the time of the Search Charge Meeting.

Notes:

- Titles of the Hiring Official initiating the search may vary from unit to unit. The titles "department head", "director", and "dean", are not meant to be exclusive. All UTHSC units are also governed by these procedures.
- Hiring Officials should not be directly involved with Applicant Intake or Screening applicants once the committee has been charged. They will only be involved with the Formal Interviews, Selection, and Offer Stages.

D. Initiating a Search

Once the Search Committee has been charged and completed their review of the Position Description, the Business Manager for the College/Department will initiate the search.

The process below outlines the steps in initiating a search, beginning in IRIS.

*This process may look significantly different once UTHSC transitions to *DASH*. *

Initiating a Faculty Search

1. Before the position is posted, the College/ Department will create a posting for the position and form a Search Committee.
2. The designated business manager/designee will enter the position and the posting information in the Position Create/Change eForm in IRIS using the steps below:
 - a. Originator completes the online e-form using transaction **ZPOSITION000** and attaches the [Faculty Job Description Template](#)
 - b. Originator submits the completed e-form to workflow for electronic approval and receives a position number for the requested position.
 - c. Each reviewer/approver on the workflow route reviews/approves the request.
 - d. At the final destination on the workflow path (usually the Human Resources Compensation Office), the position request is reviewed before final processing.
 - e. Originator receives an email that the process has been completed and the new position is ready for use in IRIS. A workflow email will be sent to HR and OAC that the position is ready for posting.
3. An OAC representative will review and approve the posting in the UTHSC HR Job Site. Once posted, they will email the business manager the posting information.

Note:

All tenure and tenure-track faculty searches must go through the External (Formal) Search.

Initiating an Executive Administrative Search Process

1. The designated business manager/designee will enter the position and posting information in the Position Create/Change eForm in IRIS. Once the position data is transferred into the HR Employment Website, OAC will modify the posting data.
2. The designated business manager/designee will schedule a meeting for an OAC representative to Charge the Search Committee, and in some instances, this may include the Office of the Chancellor.

3. OAC will review and approve the position posting and post the position on the UTHSC HR Job Site. Once posted, they will email the business manager and the Search Committee the posting information.

Notes:

The date of approval by OAC or Human Resources (HR) serves as the beginning of the requirement that a position is open. Minimum posting dates differ based on the position's administrative level and if it is an external or internal search. Please refer to the [Search Process Step-by-Step](#) for reference.

Advertisements and announcements of the position vacancy may be placed in publications immediately upon OAC approval.

OAC and/or HR will post all open positions on the UTHSC Job Site, this information is updated regularly to ensure the accuracy of information. Contact OAC for deadlines for posting to the website.

Searches without a formal search committee, requisition review, and OAC/HR approval serve as the required meeting.

Multiple Openings

Instances of having multiple openings require one requisition posting on the UTHSC job site. Departments may specify the availability of multiple openings within the advertisement. An OAC representative will advise the Business Manager/HR Coordinator on multiple opening procedures in the HR Employment Website.

SECTION 2: THE SEARCH

- A. Advertisement and Recruitment
- B. Applicant Intake
- C. Screening and Evaluating Applicants
- D. Scheduling and Conducting Interviews
- E. Primary and Secondary Candidate Pools
- F. The Narrative Summary Form for Executive-Level Searches
- G. Inviting Candidates for Formal Interviews

A. Advertisement and Recruitment

From the time that the initiated search is approved, a search must remain open to applicants for the minimum requirement. The Search Committee will determine where and how it will advertise a position. Search Committees are not required to advertise in any particular publication or to contact any particular group; rather, committees are encouraged to spend their time and advertising dollars on

publications and methods relevant to the position that will yield a diverse pool of applicants.

Each Search Committee member should maintain individual **contact logs** to record recruiting efforts during the search, including, but not limited to, letters, e-mails, and telephone calls. Contact logs are available on the OAC website or may be requested by contacting OAC at 901-448-2112.

Minimum Posting Days		
	External	Internal
Staff Professional- Exempt	5 days	5 days
Executive Administrative	15 business days	10 business days
	Tenure Track	Non-Tenure Track
Faculty	20 business days (external/formal)	5 business days

The Office of Access and Compliance maintains lists of *potential* recruiting resources.

[Appendix C: Potential Recruiting Resources](#)

Additional recruiting sources include:

1. Placement of position announcements in professional journals, websites, or vitae bank services.
2. Contact with Departments at other colleges and universities offering relevant degrees, to solicit applications or nominations of qualified individuals.
3. Promotion of the position via UT and other websites, list serves, e-mail lists, some examples are: www.chronicle.com; www.higheredjobs.com; www.diverseeducation.com; www.hercjobs.org
4. Promotion of the position through professional associations and local/regional organizations
5. Contact with prospective applicants identified through referrals or as a result of recruitment efforts, including other UT departments and campuses and current UT employees.
6. Promotion of the position by contact with local and campus-based groups and individuals such as the Office of International Affairs, as well as local community-based agencies, if appropriate.

B. Applicant Intake

UT Health Science Center Job Site- HR Employment Website

- Applicants are required to create a profile in the HR Employment Website to apply for an open position.
- An established profile with employment history and attached relevant documents can help applicants to quickly apply to any open positions.

- Applicants who do not apply through the UT Health Science Center job site will not be considered for selection.

Acknowledgement of Applicants

Appendix E: Candidate Contact Templates

As resumes and curriculum vitae are received in the HR Employment Website, UT Health Science Center's job site, the Search Committee Chair should send a letter to each applicant acknowledging the application (each letter should be identical). The Committee Chair may contact OAC at 901-448-2112 to request information.

Applicants who do not apply through the UT Health Science Center job site will not be considered for selection.

Search Firms

Search Committees may use Search Firms to help with recruitment, applicant intake, and screening of individuals for Executive Administrative roles.

Search Firms must follow UT Health Science Search Policies and Procedures. Therefore, they must attend the Search Charge Meeting by OAC.

Applicants who go through the search firm must also apply through the UTHSC Job site.

Applicants who do not apply through UT Health Science Center's job site will not be considered for selection.

C. Screening and Evaluating Applicants

Each Search Committee will devise its own methods for reviewing applicant files. *The process and criteria used must be consistently applied to all applicants.*

1. The Search Committee Chair/ Search Committee may make a preliminary review of files to determine whether the applicant meets the qualifications specified in the position announcements. Files of applicants who do not meet minimum qualifications may be separated from those who meet minimum qualifications; however, the files should still be available for all committee members to review if they so choose.

Note: For Executive-level searches, All applicants, even those who do not meet the minimum qualifications must be included in the statistics for the [Narrative Summary Form](#).

2. The Search Committee may elect to develop scoring sheets or screening forms. If scoring sheets or other forms are used, they need to be kept as part of the department's search records. OAC *does not* need copies of such sheets. Scoring sheets or other evaluative forms, if used, do not need to be signed.
3. The Search Committee may develop written questions for applicants to respond during preliminary interviews. Questions must be asked for each applicant in consideration. The Search Committee will then select a range of top applicants based on their responses. This may be particularly helpful in narrowing a very large pool of applicants. The search committee may extend the initial screening process.
4. Search Committees may elect to develop a rating system that assigns weights to particular "required" or "desired" criteria. [Appendix D: Rubrics for Candidate Evaluation](#)
5. Search Committees may require writing samples, such as copies of journal articles, or other documents as a means of evaluation of applicants.
6. After the interview process is complete, the Search Committee will evaluate and recommend the top candidate(s) for consideration to the Hiring Official. Top candidates do not have to be submitted in any ranked order *unless* so requested.

Any criteria must be applied to *all applicants* at each appropriate level.

Applicant pools may be used to fill more than one position if the requirements of the positions are identical. Please consult with OAC if this issue arises.

Consideration of Self-Identification Form

Information collected electronically, from the EEO Self-Identification section of the online application will provide a profile of the applicant pool. This profile will be provided to the Search Committee Chair by OAC. The Search Committee or Chair should review the composition of the candidate pool to evaluate the adequacy of representation of underrepresented minority applicants. If the committee believes that the applicant pool does not adequately represent the composition of available candidates, the committee may consult with the Dean, Director, Vice-Chancellor, or OAC for additional ideas to augment or extend recruiting efforts. Other options include:

1. If the search has been advertised without a cut-off date for receipt of applications, additional efforts may be made to broaden the applicant pool.
2. If a cut-off date has been stated in the job announcement, the position may need to be reevaluated and reopened for application via an advertisement in all sources used previously.
3. If the committee determines that reopening the search is appropriate, all applicants should be notified in writing of the reopening and asked to affirm/withdraw their application. Even if an applicant does **not** respond to the request for affirmation, he or she must be considered for the reopened position and must be included in the narrative summary for statistical purposes.

D. Scheduling and Conducting Preliminary Interviews

Scheduling Preliminary Interviews

Preliminary interviews are usually conducted by the Search Committee to narrow the pool of applicants. Zoom can be used to screen applicants. The Search Committee Chair (if applicable, the Search Coordinator) will schedule these preliminary interviews. Preliminary interviews do not need to be approved by OAC.

1. Pay attention to detail. The candidate's first impression of the campus may come from the scheduling of the interview. A lack of proper planning may indicate a lack of real interest in the candidate.
2. Consult calendars and schedule interview appointments as early as possible.
3. Inform the candidates how long the interview will be as well as the format.
4. Be consistent with the interview format and questions. Consider preparing a list of questions that will be asked of all candidates. Review the questions in advance and consult. Assign questions to Search Committee Members in Advance.
[Appendix F: Legal and Illegal Interview Inquiries](#)
5. Avoid rescheduling interviews.
6. Provide an interview schedule for those involved in the interview process.

For Scheduling Formal Interviews, please see Inviting Candidates for Formal Interview

Conducting Interviews- Best Practices

Interviewing candidates and checking references are critical steps in the hiring process. In an effort to guide members of search committees, interviewers, and those involved in reference checks, the following suggestions and information are provided.

Appropriate/Inappropriate Areas of Inquiry During the Interview

Age

Avoid questions or inquiries into age. The Age Discrimination Act prohibits discrimination against applicants age 40 and over on the basis of age. This means that **anyone** over the age of 40 is protected by this law. As a general rule, there are **no** acceptable inquiries regarding age.

Disabilities

Under the Americans with Disabilities Act (the ADA), an employer is prohibited from asking about an applicant's disabilities, either directly or indirectly. For example, an employer cannot ask about an applicant's medical history, whether an applicant is disabled, or about the nature of any obvious disabilities. Prior to the ADA, employers often asked applicants whether they had any "physical or mental disabilities that would substantially limit the ability to perform the essential functions of the job".

This is no longer allowed under the ADA; **however**, you may still ask whether an applicant has the ability to perform the essential functions of the job (with no reference to physical or mental impairments or disabilities).

The University no longer includes "handicap" or "disability" status on its Affirmative Action Self-Identification form for data purposes.

The ADA also limits pre-hire medical exams. With certain types of jobs, an employer can require a medical exam after an applicant has been hired. This issue will come up very rarely in the hiring of exempt staff and faculty at the University; however, if it does, the hiring department should contact HR before instituting such a requirement.

The ADA covers many issues that may arise during the course of employment of an individual with disabilities; it would be impossible to cover all of the potential issues here. Departments with questions about reasonable accommodations during the interview process should contact OAC at 901-448-2112.

Gender

Making employment decisions based on a candidate's gender is illegal (with very few bona fide exceptions) under Title VII and the Pregnancy Discrimination Act. Many inappropriate areas of inquiry related to gender issues:

- **Availability for weekend or evening work**

You may ask whether the candidate is available for weekend or evening work **so long as** both male and female candidates are asked **and** there is a true business need for the information (i.e., performing the job requires weekend and evening hours). Be careful to avoid inquiries into religious practices that might occur during these times.

- **Children/Marital Status/Family:** Avoid inquiries relating to pregnancy, future childbearing plans, or the number or ages of the candidate's children. In the past, some employers have had policies of hiring men but not women who have preschool-age children based on an assumption that the woman would be responsible for the care of the children (thus resulting in more absences).

Avoid questions about marital status or a spouse's job. You may ask in general terms whether an applicant has any commitments or responsibilities that would preclude the applicant from regularly meeting work schedules.

Race

Avoid all questions of this nature. Federal and state civil rights laws and University non-discrimination policies make it unlawful to discriminate on the basis of race.

Religion

Avoid all questions of this nature. Civil rights laws make it unlawful to discriminate against an applicant on the basis of religious denomination, beliefs, and practices.

National Origin

As mentioned under "Citizenship," avoid questions about an applicant's national origin. It violates civil rights laws to discriminate against an applicant because of his or her lineage, ancestry, descent, country of birth or national origin. If the job legitimately requires the ability to read, write or speak a foreign language or English, it is permissible to inquire whether the applicant has these skills.

Citizenship

This can be a very confusing area. On one hand, an employer is required by federal law to hire only those who are legally allowed to work in the United States. On the other hand, federal civil rights laws prohibit any discrimination on the basis of national origin (i.e., you can't decide NOT to hire someone only because he/she comes from another country). To be safe, you **may** ask whether an applicant is lawfully authorized to work in the U.S. Avoid all other questions regarding citizenship until after an offer of employment is made. At that point, if the offer is accepted, you are then required to request proof that the employee is legally able to work in the U.S.

Other Common Areas of Concern

Discrimination Complaints (filed with previous employers)

Avoid questions about this possibility. Civil rights laws prohibit retaliation against an applicant because he or she has filed a discrimination charge, or testified, assisted, or participated in a discrimination investigation or proceeding. Do not confuse this prohibition with whether it is proper or improper to consider true information from a previous employer about someone with a record of engaging in discrimination.

Education

Obviously, it is proper to ascertain whether an applicant has the proper educational credentials for the position. You may verify the types and dates of degrees earned.

Employment History

You may consider where applicants have worked, length of prior employment, specific jobs held, and actual tasks, skills, and responsibilities performed in previous employment. You may also consider the applicant's record in regard to punctuality and attendance, as well as work quality and quantity. You may consider why the applicant no longer works for the previous employer and whether the termination was voluntary. You may also ask applicants to explain periods of unemployment.

Photographs

Avoid any requirement that a photograph accompanies an employment application.

Workers' Compensation Claims

Avoid all questions on this topic.

E. Primary and Secondary Candidate Pools

All candidates must progress through the candidate workflow process in the HR Employment Website. Pool designation for each qualified candidate must be accompanied by statements of strengths and weaknesses to obtain pool approval/ authorization to interview on campus.

Primary Pool

When the Search Committee is comfortable with the quality and composition of the applicant pool, it should devise a list of **Primary Pool Candidates**. The pool should provide a selection of qualified candidates who will be invited for a campus interview and considered for the position. All Primary Candidates **must** be invited to interview (although a candidate may turn down an invitation to interview.)

The Search Committee must identify each Primary Candidate's relative strengths and weaknesses. These can be assessed after careful consideration of their CV/Resume or after preliminary interviews. The Strengths and Weaknesses Statements will be given to the OAC representative for review and approval. Once approved, Primary Pool Candidates may be interviewed on campus.

Strengths and Weaknesses statements are recorded in candidates' HR Employment Website profiles. It is also a required attachment to the Narrative Summary Form.

Secondary Pool

A list of **Secondary Pool Candidates** may also be developed. Secondary Pool Candidates who are under further consideration for the position if none of the Primary Pool Candidates are selected for the position. These candidates must also meet the minimum qualifications for the position.

If no one is selected from the Primary pool following interviews or offers of interviews, the Search Committee may elect to interview one or more candidates in the Secondary pool. Secondary pool candidates may be interviewed one-by-one, in no particular order.

Strength and weakness statements for each Secondary Pool Candidate must be attached to the [Narrative Summary Form](#) for Executive-level searches.

Note:

In an Executive Administrative job titled search, strengths and weakness statements must be provided for all applicants where underutilization is present.

- If females have applied for the position, but none of the female candidates were selected for the Primary or Secondary Pools, the committee must include a brief description of the strengths and weaknesses of each excluded female applicant.
- Likewise, if self-identified underrepresented minorities have applied for the position, but none of the minority candidates were selected for the Primary or Secondary Pools, the committee must include a brief description of the strengths and weaknesses of each excluded underrepresented minority.

Reference Checks

Many search committees on campus find that it is most useful to limit reference checks to those candidates identified as being in the Primary or Secondary Pool. When the committee is at the point of checking references, it is a good idea to consider what information the group deems important to receive from the references. Questions should be consistently asked of the references for the different candidates.

Often, a candidate or a candidate's reference will **voluntarily** provide information that may be inappropriate. If this happens, the interviewer or the person checking the reference should

include only the information received that is appropriate to consider in determining whether a candidate is qualified for the position.

Contacting a Reference Check

It is preferable that you contact references by phone. Writing to the reference often results in little information or no response and does not provide an opportunity for clarification or additional information.

References should be contacted by a member of the Search Committee or Human Resources. If contact is to be made by Human Resources, please email the following information to a HR representative:

- Set of questions to be asked
- List of candidates and associated references
- Name of the person who the reference checks should be returned

Conducting a Reference Check

Conducting a reference check is considered doing your due diligence in making a hiring decision. Well-constructed questions that evoke information about a candidate's past job duties, skills, and abilities are valuable to the process of selecting a candidate. We recommend that you:

1. Identify yourself, your position, the candidate you are calling about, and the reason you are calling.
2. Make sure you are calling at a convenient time or schedule a telephone call for later.
 - a. Ask the reference if they need to retrieve a file or other information.
3. Describe the position the candidate has applied to and the necessary knowledge, skills, and abilities for the position.
4. Make sure you are calling at a convenient time or schedule a telephone call for later.
 - a. Ask the reference if they need to retrieve a file or other information.
5. Describe the position the candidate has applied to and the necessary knowledge, skills, and abilities for the position.
6. Ask the same questions of all the references.
 - a. Determine the knowledge, key skills, and abilities needed for the position.
 - b. Write questions related to key points.
7. Document the questions and responses.
8. Thank the reference for his/her time and assistance.

F. The Narrative Summary Form for Executive Administrative Searches

Form(s) Required: [Narrative Summary Form](#)

The Narrative Summary form must be approved before candidates can be invited for on-campus interviews. The Narrative Summary documents the activities of the search committee, and the methods and actions taken to advertise the position, recruit applicants, and select the Primary and Secondary candidate pools. This documentation is required to show that diligent efforts have been made to ensure that all appropriate equal employment opportunity and affirmative action, and diversity initiatives have been taken.

Note: The Narrative Summary Form has been developed to simplify the Narrative Summary process. Contact OAC (901)448-2112 or visit <https://uthsc.edu/access-compliance/documents/eeoc-narrative-summary-update.pdf>

Information to be included in the Narrative Summary Form:

1. General Search information (department, position, title, HR Employment Website Requisition Number);
2. Search Committee composition;
3. Recruiting and advertising efforts;
4. Professional organizations, caucuses, and referral sources with which the vacancy was listed, dates of the listings;
5. Explanation of extraordinary efforts used to contact and encourage applications from qualified women and minority candidates.
6. List all candidates and EEO Self-identification information (obtained from OAC) using a format similar to the example provided in the Narrative Summary form;
7. All required signatures and the date of review lines (department, chair, dean, Vice-Chancellor/Chancellor, OAC);
8. Required attachments to the Narrative Summary form:
 - a. List of all candidates with the primary and secondary pool (if applicable) candidates identified,
 - b. Strength and weakness statements for the primary and secondary candidates (if applicable),
 - c. List of strength and weakness statements of excluded female or underrepresented minority applicants **only if** women and/or underrepresented minorities have applied, but were excluded from the primary and secondary pools,

- d. Curriculum vitae or resumes of all primary or secondary candidates.

[Appendix G: Narrative Summary Form](#)

G. Inviting Candidates to Formal Interviews

Upon approval of Primary and Secondary pools(if applicable) or Narrative Summary Form by all appropriate parties, identified Primary Pool candidates may be invited for Formal/On-Campus Interviews.

Scheduling the On-Campus/Formal Interview

1. Pay attention to detail. The candidate's first impression of the campus may come from the scheduling of the interview. A lack of proper planning may indicate a lack of real interest in the candidate.
2. Make arrangements for meeting the candidate at the airport and transporting him or her to the pre-arranged hotel or housing. Confirm all arrangements as far in advance as possible. Fax or send a copy of the itinerary, transportation, and housing arrangements to the candidate. Be sure to include the name of the person(s) who will provide transportation to and from the airport, and to and from the interview sessions.
3. Determine who should participate in the interview (faculty, staff, administrators, students). Consult calendars and schedule interview appointments as early as possible. Be sure to include those campus constituents with whom the candidate will interact. It can be very helpful to candidates if the relevance of each person involved in the interview process is explained.

Executive Exempt Searches: OAC must be consulted during the interview process for candidates in an upper-level search.

4. Be consistent with the interview format and questions. Consider preparing a list of questions that will be asked of all candidates. Review the questions in advance and consult [Appendix F: Legal and Illegal Interview Inquiries](#).
5. Avoid altering an interview itinerary. Confirm the interview schedule with each person involved in the process prior to the candidate's visit to campus.
6. Consider scheduling breaks during the day(s) for the candidate; however, avoid having large unscheduled gaps of time during the visit.
7. Provide an interview schedule for those involved in the interview process.

Primary Pool Candidates may be contacted, and interviews scheduled as soon as the primary pools have been approved by OAC. The interview process can be time-intensive. Careful, advanced planning on the part of the search committee can help make the process as productive as possible. The interview process provides the department an opportunity to further assess a candidate's credentials; additionally, it provides an opportunity to promote the position and the campus to the candidate.

Note: *It may be helpful to start arranging potential interview schedules and time frames even before candidates to be interviewed have been identified. It is especially helpful to prearrange blocks of time for interviews with campus administrators whose schedules are often full well in advance.*

Executive Search Candidate Itinerary Template

Resource: [Executive Search Candidate Itinerary Template](#)

This template can help the Search Committee Chair/ Search Coordinator to plan out On-Campus/ Formal Interviews.

Searches at the Executive Administrative level require coordination and planning.

SECTION 3: SELECTION AND OFFER STAGE

- A. Selection of Top Candidate
- B. Making an Offer Employment

A. Selection of Top Candidate(s)

Formal Interviews with the Hiring Official and/or other supplemental interview groups on campus will take place after Primary Pool/Formal On-Campus Interviews have been approved by OAC.

After the Hiring Official has completed their formal interviews with all the Primary Pool Candidates, they will fill out the [Hiring Justification Form](#) for candidate selection. The Hiring Justification Form documents the reasons for candidate selection and why other candidates were not selected.

The Hiring Official will forward the Hiring Justification Form to the designated business manager. The Business Manager will forward the form to OAC and HR (if applicable) for review and hiring approval. The OAC representative will notify the business manager and HR (if applicable) when Hiring Authorization has been approved for the selected candidate.

Official offers of employment can only be extended by the appropriate Chancellor, Vice Chancellor, Dean, or other Hiring Official.

If the offer is rejected, please see **Initial Offer Is Rejected**.

B. Making an Offer of Employment

The process of making a formal offer of employment involves several steps and is different based on the administrative level.

Staff- Professional- Exempt *

Before Making an Offer

1. The Business Manager will email HR with the [Hiring Justification Form](#).
2. HR handles all remaining offer/hire steps, as necessary.

Faculty Search Process

Before Making an Offer

1. The Search Committee Chair will communicate the selected candidate and information regarding the offer to the business manager to enter in the HR Employment Website for OAC review. The Business Manager will email the OAC representative the [Hiring Justification Form](#) for review.
2. OAC will review and approve hiring authorization in the HR Employment Website and email the Business Manager that the department can move forward with a formal offer.
3. Once the formal offer is accepted and background information is cleared, the Business Manager will update the HR Employment Website, including dispositioning other candidates from the requisition. The Business Manager will email OAC to move the candidate to hire with the start date to close the requisition. Business Managers should not move a candidate to the hired step.

Executive Administrative Search process (Director, Assistant Director, Associate Director, Manager)

Before Making an Offer

1. The Hiring Official will fill out the [Hiring Justification Form](#) and communicate the selected candidate to the Business Manager to initiate offer procedures.
2. The Business Manager will email HR and OAC with the Hiring Justification Form. OAC will review and approve the offer authorization and will notify HR after approval.
3. HR handles all remaining offer/hire steps, as necessary.

Executive Administrative search process (Vice Chancellor, Assistant/Associate Vice Chancellor, Dean, Assistant/Associate/Executive Dean, Executive Director, Chair)

Before Making an Offer

1. The Hiring Official will fill out the [Hiring Justification Form](#) and communicate the selected candidate to the Business Manager to initiate offer procedures.
2. The Business Manager will email OAC with the Hiring Justification Form. OAC will review and approve hiring authorization in the HR Employment Website and email the Business Manager so that the department can move forward with a formal offer.
3. Once the formal offer is accepted and background information is cleared, the Business Manager will update in the HR Employment Website, including dispositioning other candidates from the requisition, and then request by email to OAC to move the candidate to step hire and close the position. Business Managers should not move a candidate to the hired step.

Note: Only the Vice Chancellor, Executive Vice Chancellor, or Chancellor may extend the formal offer of employment to positions titled Executive Director, Dean, Executive Dean, Assistant Vice Chancellor, Associate Vice Chancellor, or Vice-Chancellor.

CHAPTER 4 INTERNAL SEARCHES

Internal searches must follow the same procedures as external searches ([Chapter 3](#)) except that:

1. The department must make a written request which includes a rationale for conducting the search outside of the standard search procedures;
2. The request must be approved by the Dean, the Vice-Chancellor or Vice President, Human Resources, and the Associate Vice Chancellor of Access and Compliance.
3. Such searches are only open to current UT System and campus employees;
4. Advertising is **not** required; however, the position must still be placed on the UTHSC Job Board with a designation that it is an **internal search**, and appropriate steps should be taken to notify potentially qualified applicants within the University System; **and**
5. Position vacancies need only be open by the required minimum posting days. Minimum posting days are counted from the day it was approved and posted to the UTHSC Job Board. **The position must satisfy the requirement of minimum posting before it is taken down.**

Minimum Posting Days		
	External	Internal
Staff Professional- Exempt	5 days	5 days
Executive Administrative	15 business days	10 business days
	Tenure Track	Non-Tenure Track
Faculty	20 business days (external/formal)	5 business days

An internal search is not an appropriate mechanism to affect a promotion. Internal searches are an exception to the standard search process and will be carefully considered by OAC.

Requests for internal searches should be able to identify the existence of a *potentially qualified applicant pool* that already exists within the University of Tennessee System.

Executive Exempt searches approved as internal searches must follow the additional requirements.

Internal search cannot be utilized for a promotion to non-tenure track to tenure track position.

CHAPTER 5 FACULTY SEARCHES

Faculty Searches are posted by the Office of Access and Compliance on the UT Health Science Center job site and HigherEdJobs.com. An OAC Representative works closely with the college's Business Manager or HR Coordinator to move applicants along in the online application system.

A search charge meeting is not required for faculty searches. However, OAC can execute one by request.

Faculty appointments with additional Executive Level titles/responsibilities must go through the Executive Level Search Process.

Faculty Searches follow External and Internal Search Procedures.

[Appendix A: Faculty and Executive Administrative Search Process Flowchart](#)

SECTION 1: FACULTY RANKS, TITLES, AND GUIDELINES FOR APPOINTMENT

For more information: <https://www.uthsc.edu/afsa/faculty-affairs/policies/faculty-handbook.php>

At UT Health Science Center, the criteria for appointment to the various faculty ranks are complex. They reflect the rigorous preparation necessary for university teaching, research, service, and, if applicable, patient care. They also reflect the varied expectations directed to the faculty of a major university; and the diversity of missions performed by academic units at a health science center. Given this complexity, it is recognized that each of the colleges within the University of Tennessee Health Science Center will need to review, refine, and adapt the following guidelines to best serve their specific needs, while adhering to the general principles described below. The ranks and criteria for appointment of faculty at these ranks are shown below.

A. Instructor

The rank of Instructor may be granted to tenure track and nontenure track faculty. Depending on the distinctive requirements contained in the letter of appointment, a faculty member with the rank of Instructor is usually expected to:

1. hold a terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment;
2. exhibit a commitment to the University's mission;
3. have obtained an excellent scholastic record as a student; and
4. have the ability to relate effectively to students and/or professional colleagues.

B. Assistant Professor

The rank of Assistant Professor may be granted to tenure track or nontenure track faculty. Depending on the distinctive requirements contained in the letter of appointment, a faculty member with the rank of Assistant Professor is expected to:

1. hold the doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment;
2. demonstrate potential for excellence in teaching;
3. demonstrate potential for excellence in research/creative and/or scholarly activity
4. demonstrate potential for excellence in service;
5. have demonstrated ability to relate effectively to students or professional colleagues;
6. demonstrate potential for excellence in patient care when applicable; and
7. hold board certification in his/her discipline when applicable.

C. Associate Professor

The rank of Associate Professor may be granted to tenure track or nontenure track faculty. Depending on the distinctive requirements contained in the letter of appointment, a faculty member with the rank of Associate Professor is expected to:

1. hold the doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment;
2. demonstrate significant contributions as a teacher and a strong likelihood of continuing effectiveness.
3. demonstrate significant contributions as a researcher and/or scholarly or professional attainment, and a strong likelihood of continuing effectiveness;
4. demonstrate significant contributions to service and a strong likelihood of continuing effectiveness;
5. have demonstrated ability to relate effectively to students and professional colleagues;
6. participate actively in professional associations;
7. have held the rank of Assistant Professor at UTHSC or other reputable academic institutions for at least four (4) years. (earlier promotions may be recommended in exceptional cases, however);
8. demonstrate significant contributions to patient care when applicable; and
9. be board-certified when applicable.

D. Professor

The rank of Professor may be granted to tenure track or nontenure track faculty. Depending on the distinctive requirements contained in the letter of appointment, a faculty member with the rank of Professor is expected to:

1. hold the doctorate or other terminal degree of the discipline or have equivalent training and experience appropriate to the particular appointment;
2. demonstrate a clear and convincing record of a high level of sustained effectiveness as a teacher;

3. demonstrate a clear and convincing record of a high level of sustained effectiveness in research and/or scholarly activity;
4. demonstrate a clear and convincing record of a high level of sustained effectiveness in service;
5. demonstrate the ability to relate effectively to students and professional colleagues;
6. have a national or international reputation in the discipline;
7. have held the rank of Associate Professor at UTHSC or other reputable academic institutions for at least five (5) years (earlier promotion may be recommended in exceptional cases, however);
8. demonstrate a clear and convincing record of high level of sustained effectiveness in patient care when applicable; and
9. be board certified when applicable.

Open-Rank Positions

Applicants for faculty openings should be apprised of the criteria that enable consideration for the various ranks in the advertisement because it removes any ambiguity, and more importantly, it will enhance the search committee's ability to be effective in the search process. OAC strongly encourages departments/colleges to be more deliberate in communicating what determines consideration for the various open rank opportunities.

SECTION 2: APPOINTMENT TYPES

<https://www.uthsc.edu/afsa/faculty-affairs/hiring-appointment-reappointment/types-of-appointments.php>

Full-Time Tenure-Track Appointment

Full-time faculty at the UTHSC can be hired either on the tenure-track or the nontenure track. Tenure track faculty are hired with an expectation that they will contribute in a full range of faculty activities, including teaching, research/scholarly activity, and service, as well as patient care where appropriate. Faculty members on the tenure track are initially appointed as probationary for tenure.

Full-Time Non-Tenure Track Appointment

Full-time faculty at the UTHSC can be hired either on the tenure-track or the nontenure track. Nontenure track faculty members are hired for a limited scope of faculty activities, with a primary role in clinical care, teaching, or research/scholarly activity and at least a minimal contribution in one or more of the other missions of the university. The three types of nontenure track appointments are defined in the Faculty Handbook Section 6.2.2 – Clinician Educator, Research Appointment, Limited Duration Appointment. (See Faculty Handbook Section 5.2.2 for additional information relating to nontenure track appointments).

Part-Time Non-Tenure Track Appointment

Part-time nontenure track appointments are for those faculty members who devote less than full time effort to the mission and programs of UTHSC. Appointees may be either salaried for routinely recurring service or receive special payments for services performed on an irregular

basis. Part-time faculty members may be eligible for some University benefits, depending on their percentage of effort. Each part-time faculty member meets annually with the Chair for the Annual Performance and Planning Review (Section 4.15.3). At the end of the appointment term, the faculty member's employment will be discontinued if the appointment has not been renewed.

- Part Time Appointment 50% and/or less may request a [Search Exemption](#).
- Part Time Appointment 51% and/or more must go through the Search Process.

Limited Term Appointment

This appointment is for a period of at least one month, but not more than one year. Limited Duration appointments may be renewed, but the total length of the initial appointment plus re-appointments cannot exceed three years. A faculty member who has held a Limited Duration appointment for three years is usually not eligible for an additional Limited Duration appointment. At the end of the appointment term, the faculty member's employment will be discontinued, if the appointment has not been renewed.

Secondary Appointment (Also referred to as Affiliate and Adjunct Appointment)

Any appointment in another department or academic unit is called a "secondary" appointment. Thus, a faculty member may have faculty appointments in two or more departments; collectively, these appointments are called "joint" appointments.

Joint Appointment

A faculty appointment is considered a joint appointment if the faculty member has a primary appointment in a different department and/or college. Intercampus academic appointments are joint faculty appointments, involving UTHSC and either another UT campus or a non-UT college or university. Intercampus academic appointments are sometimes authorized when a faculty member at one university campus has expertise that qualifies him/her for participating in the work of a department on another university campus and when the other department has need of his/her services. The definition and extent of such intercampus participation is determined by mutual agreement among the faculty member, the Department Chairs in consultation with appropriate faculty of the academic units involved, and the respective deans or other campus officers.

- The appointment is usually without salary or tenure in the cooperating or second department (i.e., the unit awarding the intercampus appointment), and tenure status (if any) and salary continue to be linked with the base department.
- Consult with OAC for joint appointments involving non-faculty exempt staff employees within a college/department and administrative unit (e.g., Academic/Administrative unit).
- A UTHSC faculty member may accept an adjunct or volunteer faculty appointment in a non-UT college or university. An adjunct appointment must be approved by the faculty member's Chair.

Revised Appointment

A faculty appointment is considered a revised appointment if there is a change in tenure status, rank, percent effort, department, addition or removal of an additional role that involves additional pay, etc.

Emeritus Appointment

UTHSC may award emeritus status to faculty members at or after the time of retirement. A faculty member with emeritus status holds an honorary faculty appointment at a specified rank. Emeritus status is granted to those individuals who have distinguished themselves in service to UTHSC and who have received recognition for their academic contributions. The status is not granted automatically upon retirement of a faculty member but rather upon the recommendation of the faculty member's Chair, with the endorsement of the Dean, and subsequent approval of the Chancellor.

Volunteer Appointment

A Visiting Professor is an individual whose appointment is necessary in a specific college because of exceptional professional qualifications. The title of Visiting Professor should be restricted to those individuals who have made substantive contributions in their field and whose knowledge and skills would be of value to a particular college/academic program at UTHSC.

CHAPTER 6 CONDUCTING EXECUTIVE ADMINISTRATIVE SEARCHES

Executive Exempt searches include searches conducted for the following positions and are categorized as Executive Administrative according to their EEO Category:

1. Chair
2. Executive Director
3. Assistant/ Associate/ Executive Dean
4. Dean
5. Assistant/ Associate Vice Chancellor
6. Vice Chancellor
7. Chancellor

Additional Requirements

Executive Administrative searches must follow search procedures, along with the following additional requirements. These additional procedures apply whether an external or internal search is conducted for the executive exempt job titled position:

1. Pre-approval to conduct an Executive Administrative job titled search must be obtained from the UTHSC Office of the Chancellor *before* the search begins;
2. Search Committees must include women, members from underrepresented minority groups, or members from underutilized groups as identified in the affirmative action plan;
3. Search Committees must go through a Search Charge Meeting
4. The job postings must contain the following statement: "Applicants should have a demonstrated commitment to and knowledge of equal employment opportunity, affirmative action, and diversity and inclusion;"
5. The Associate Vice Chancellor for Access and Compliance must review an Executive Administrative search at all levels ([Narrative Summary](#));
6. Strength and weakness statements must be submitted for **all** women and underrepresented minority candidates if no women or underrepresented groups are present in the Primary or Secondary Pool.

[Executive Administrative Search Step-by-Step Process](#)

[Executive Search Candidate Itinerary Template](#)

CHAPTER 7 SEARCH EXEMPTIONS FOR LIMITED OR EXEMPTED SEARCH REQUIREMENTS

The Office of Access and Compliance works with Human Resources and the hiring unit to evaluate requests when a full, external search is not appropriate.

For procedures on Internal Searches, please refer to [Chapter 4 Internal Searches](#).

Search Exemption reasons are as follows:

1. Temporary non-renewable appointment of up to one year

This includes visiting faculty, visiting summer session appointments, and research assistants.

2. Research faculty position, non-tenure track, in which the individual named serves as principal or coprincipal investigator of an approved research grant that specifically designates extramural salary support.

3. Promotion in place/Reclassification

Change in the title and/or responsibilities of a current faculty or exempt staff employee where the change involves expanding or restructuring an existing position and not establishing a new position.

A search conducted in accordance with standard search procedures is not required provided that:

- a. The promotion, if effected, does not leave a residual vacancy to be filled, and
- b. The promoted individual does not move to another office, organization structure or location, and
- c. The request to affect a promotion is justified in writing and receives approval from the appropriate budgetary unit, Office of Chancellor, and OAC prior to the effective date of the promotion.

Examples of “promotions in place” include such actions as the reclassification of an individual from Assistant Dean to Associate Dean or the reclassification of an individual from Computer Programmer Analyst to Senior Computer Programmer Analyst.

4. Part-time appointments of up to 50 percent.

A part-time appointment may not be changed from 50 percent or less to greater than 50 percent without conducting a search using the search guidelines.

5. Acting/ Interim Appointment

An acting or interim appointment. An acting or interim appointment may not be changed to a permanent appointment without a search. Acting or interim appointments will normally be for no more than one year, unless authorized by OAC. Only current employees may be considered for acting or interim appointments.

An **ACTING** appointment is defined as a position filled on a temporary basis to replace a regular incumbent employee on leave. The expectation is that the regular employee will be returning to his/her regular position in the future. An acting appointment is temporary.

An **INTERIM** appointment is defined as a position filled on a temporary basis while a search is being conducted, or a department/unit reorganization is taking place. When appointing someone to an Interim position through a competitive process, the Hiring Official must consult with OAC to engage the search process.

If the acting or interim appointment will involve an upper level (executive exempt titled) position, approval must also be obtained from the Office of Access and Compliance.

Because the University recognizes the unequalled opportunity that an acting appointment creates to train, expose, and enhance the credentials of candidates for future permanent positions, such appointments should be made only after careful consideration of all potential appointees. Acting appointments may only be filled with internal candidates.

Acting appointments (also sometimes referred to as “interim” appointments) are filled with internal candidates and normally continue for a period of up to one year.

Extending Beyond the One-Year Limit

Any acting appointment extending beyond the one-year limit must be approved by the Provost, the appropriate Vice Chancellor or Chancellor, and by the Associate Vice Chancellor for OAC.

A written request seeking the extension of an acting appointment must include a rationale as to why a search for a permanent appointment cannot be made during the year.

If the acting or interim appointment will involve an upper level (executive exempt titled) position, approval must also be obtained from the Office of Access and Compliance.

Because the University recognizes the unequalled opportunity that an acting appointment creates to train, expose, and enhance the credentials of candidates for

future permanent positions, such appointments should be made only after careful consideration of all potential appointees. Acting appointments may only be filled with internal candidates.

- 6. Appointment to a faculty rank and title without compensation or with pay that is nominal compared to the regular compensation of a similar position (ex: honorific titles).**
- 7. Unique qualifications and/or situations that make a search counterproductive. Documentation of the qualifications must be attached.**
- 8. Accompanying spouse appointment necessary to recruit a successful candidate identified in a preexisting search. This exemption must be supported in writing and by the programmatic needs of the employing department of the accompanying spouse. The endorsement of the appropriate Vice President/provost and dean is necessary for this type of exemption.**

Any hiring unit that would like to submit a Search Exemption must:

1. Fill out the Search Exemption Form
2. Attach Supporting Documentation
 - a. Request Letter by the Hiring Official
 - b. Official Document detailing salary and duties
 - c. CV/resume of the candidate
3. Submit the form to an OAC representative for review and approval

CHAPTER 8 PROBLEMS THAT MAY ARISE DURING A SEARCH

Inadequate Candidate Pool

If a search committee is not satisfied with the applications received for a position, it may wish to consider:

1. Revising the job requirements – the search committee may wish to change the stated required qualifications for the position. If this occurs, the new job description must be reviewed by OAC and must be re-advertised. This may require the current requisition to be closed and a new one created in IRIS. Additionally, applicants for the former position must be contacted and invited to reapply. This can be accomplished through email correspondence.
2. Advertising the position in different publications (second round of ads) – the committee may wish to consider expanding its advertising efforts to include a wider range of regional or national publications.
3. Increasing personal contact efforts – the committee may wish to consider participating in regional or national conferences as part of its recruitment efforts.

Placing a Search on “Hold”

Sometimes a department will begin a search that cannot be filled as expected. In such situations, the department should submit a request to place the search on “Hold”. The request should identify the search, the status of the search, and the reasons why the “hold” is requested. The request should be submitted to all appropriate parties (Dean, Vice Chancellor, or Chancellor and OAC) for review and signature.

Extension of a Search Beyond a Period of One Year

Usually, a search is approved for a period of one year or less beginning with the position approval in IRIS. If a search goes beyond the expected one-year period, the Department Head must submit a letter to all appropriate parties explaining the status of the search and the reason for the requested time extension. Extensions are typically granted, applicants for the existing search should be notified of the status and asked whether they still wish to be considered as applicants for the extended search.

If it is determined by OAC that the length of the extended search may compromise the applicant pool, OAC may recommend that the existing search be closed and that a new search be opened. If this occurs, the existing applicant pool should be notified of the status of the search and asked whether they wish to reapply for the position. (The goal is to refrain from carrying open positions with applicants across multiple Affirmative Action Plan years.)

Candidates Who Apply After Approval of the Narrative Summary (“late” applicants)

It is recommended that all searches be advertised with open dates for applications. If a search has been advertised in this manner, the Search Committee can continue to consider applications until the job has been filled. If it is the opinion of the Search Committee that a “late” applicant should be considered a primary or secondary candidate, the committee chair may consult with OAC and add the applicant to the Narrative Summary form.

To add an applicant to the primary or secondary pool, the requesting department should write a memo to the appropriate Dean or Department Chair explaining the circumstances. The memo should include signature lines for the Dean/Vice Chancellor/Chancellor and OAC. A copy of the applicant’s resume/vitae and strengths and weaknesses should be attached to the memo.

Initial Offer is Rejected

If an offer is made to a candidate who then rejects the offer, the Hiring Official will work collaboratively with their Business Manager/designee and OAC to make the necessary adjustments in the HR Employment Website to update the newly selected finalist. The new proposed finalist must be someone identified in the approved search candidate pool. Upon approval by OAC, the offer process can be initiated.

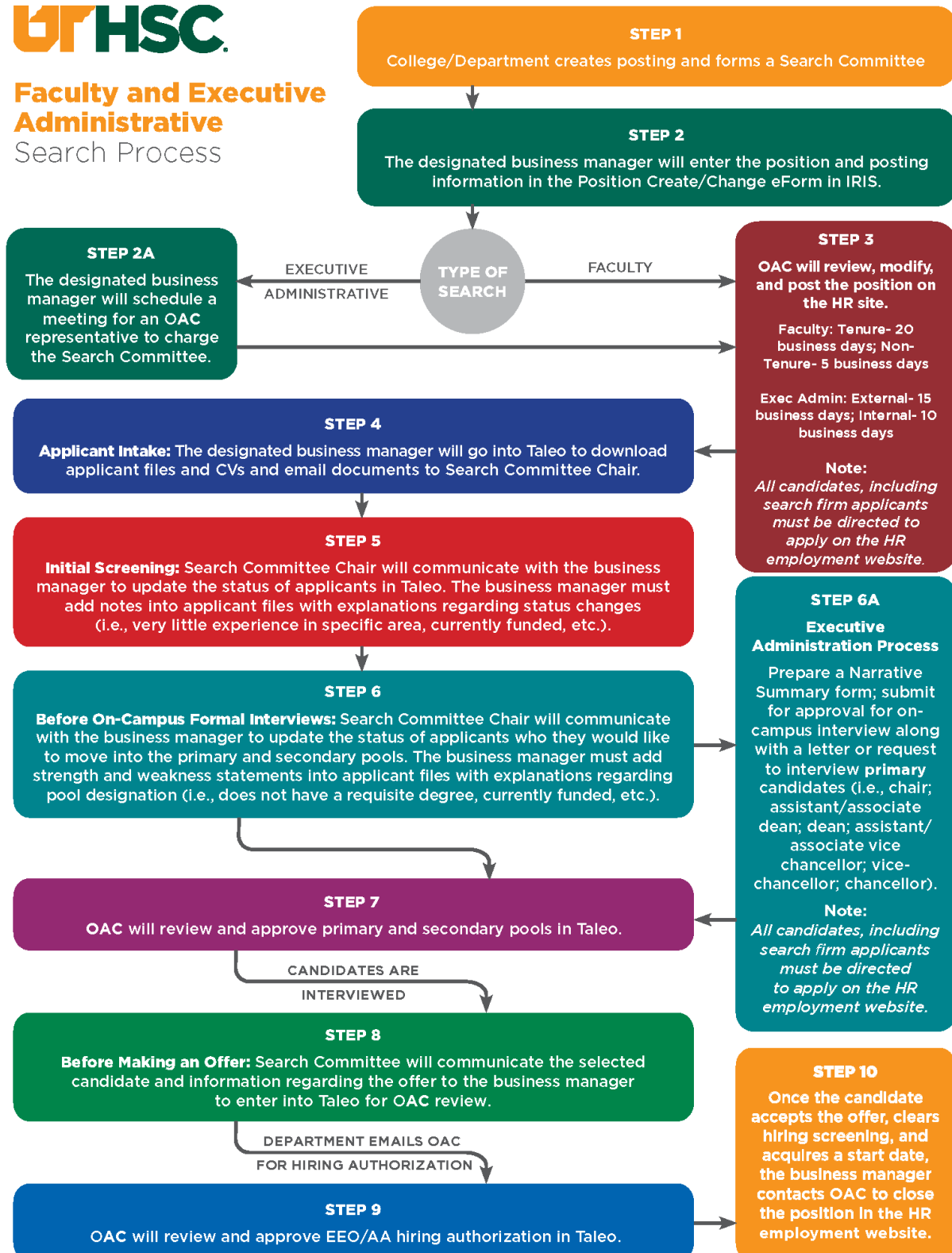
For letter templates to applicants, please see [Appendix E](#).

APPENDIX A - FACULTY AND EXECUTIVE ADMINISTRATIVE SEARCH PROCESS FLOWCHART

<https://uthsc.edu/access-compliance/documents/faculty-search-procedures-flowchart.pdf>



Faculty and Executive Administrative Search Process



APPENDIX B - JOB DESCRIPTION

Faculty Job Description Template

<https://www.uthsc.edu/access-compliance/documents/faculty-job-description-template.docx>

UT Health Science Center – Faculty Job Description Template

The Job Description Template is to be completed, in its entirety, by the respective departments. This template must be attached to their corresponding position number in IRIS. The Office of Access and Compliance reviews the template and posts the job description on the HR job site. The template, with an included institutional message composed by Communications and Marketing, will ensure posting uniformity across departments and required Equal Employment Opportunity Compliance.

*OAC prefers a Word doc copy to be uploaded when requesting new position numbers.

Full Job Title (rank, specialty)	
Position Number(s)	
Full-time or Part-time (include percentage)	
Hiring Manager, Assistant Hiring Manager (if applicable)	
Job Description	
Description/Duties (specify tenure or non-tenure track) MUST SPECIFY IF THIS IS AN INTERNAL SEARCH	
Supervisory role	
Research/Teaching/ Patient Care Duties	
Basic Qualifications	
Minimum Education Required certifications Required Licensure	
Departmental Preferences	
Background/Experience Specialty Skills	

Boilerplate Statements

These statements are attached at the end of all Job Postings posted by OAC. Departments are encouraged to create similar statements regarding their respective departments to be included in their job descriptions.

Boilerplate statements also include required the UTHSC EEO/AA statement.

MEMPHIS STATEMENT

For benefits information, please visit <https://www.uthsc.edu/hr/benefits/documents/benefits-preview-packet.pdf>

Applicants should have a demonstrated commitment to and knowledge of equal employment opportunity and affirmative action.

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA/V institution in the provision of its education and employment programs and services.

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER

The University of Tennessee Health Science Center is the flagship statewide, public, academic health institution in Tennessee. Founded in 1911, the mission of the University of Tennessee Health Science is to improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service. Employing more than 4,600 people on its faculty, staff, and not-for-profit corporation faculty practice groups, and with more than 3,200 students across the state, UTHSC contributes \$4 billion to the economy of Tennessee.

Part of the University of Tennessee System, the Health Science Center is headquartered in Memphis and includes all six of UT's doctoral-degree-granting health science colleges -- Medicine, Dentistry, Pharmacy, Nursing, Graduate Health Sciences, and Health Professions. UTHSC spans the state with its four major, regional clinical health science locations in Memphis, Knoxville, Chattanooga, and Nashville, as well as more than 100 clinical education sites across Tennessee. UTHSC is the largest educator of health care professionals in the state and operates the state's largest residency and fellowship advanced training programs.

Located in West Tennessee on the banks of the Mississippi River, Memphis is the second-largest city in the state and among the largest cities in the Southeast. The Greater Memphis metropolitan area has more than 1.3 million residents, and the city ranks among those with the lowest cost of living in the country. It is home to a vibrant restaurant scene, a revitalized Downtown, the Midtown Arts District, many scenic neighborhoods, an active medical district, and a burgeoning airport in the midst of a \$214 million modernization.

Memphis boasts attractions, including Elvis Presley's Graceland, the Memphis Grizzlies,

historic Beale Street, the National Civil Rights Museum, the second-largest urban county park in the United States, and the Memphis in May World Championship Barbecue Cooking Contest.

KNOXVILLE STATEMENT

THIS POSITION IS LOCATED IN KNOXVILLE, TN

[Include Position Description and Qualifications]

For benefits information, please visit <https://www.uthsc.edu/hr/benefits/documents/benefits-preview-packet.pdf>

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UT GSM is ideally located in beautiful East Tennessee, at the foothills of the Great Smoky Mountains National Park, affording metropolitan conveniences coupled with rural charm.

CHATTANOOGA STATEMENT

THIS POSITION IS LOCATED IN CHATTANOOGA, TN

[Include Position Description and Qualifications]

For benefits information, please visit <https://www.uthsc.edu/hr/benefits/documents/benefits-preview-packet.pdf>

Applicants should have a demonstrated commitment to and knowledge of equal employment opportunity and affirmative action.

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEAN/V institution in the provision of its education and employment programs and services.

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Chattanooga is a vibrant, growing city that boasts being voted Outdoor Magazine's #1 Outdoor City 2 of the last 7 years. Tucked between the mountains of Southeast Tennessee, alongside the beautiful Tennessee River, Chattanooga is one of America's most breathtaking cities. It features unmatched outdoor adventures, amazing restaurants, live events, art, world-class attractions and the fastest internet on the planet. Chattanooga is located just 2 hours from Nashville, Atlanta, Birmingham for large metropolitan amenities. An accessible regional airport with direct flights to major cities makes traveling easy.

Chattanooga was recently selected as Forbes Magazine Top 50 places to visit in the world! Surrounded by mountains, rivers and lakes, Chattanooga offers one of the most beautiful settings that can be imagined. There is something enjoyable for singles and families alike. It's economic opportunity and outdoor recreation allow our companies to draw talent from around the world and develop a thriving economic base envied by many larger communities.

Example of a Faculty Job Description:

Cancer Radiation Biology Research- Assistant/Associate/Full Professor

Ovarian Cancer Therapies Research- Assistant/Associate/Full Professor

Radiation Resistance of Cancer Stem-like Cell Research Assistant/Associate/Full Professor

This position is a component of the University of Tennessee – Oak Ridge Innovation Institute's (UT-ORII) Development and Advancement of Radiopharmaceutical Therapies (DART) Convergent Research Initiative (CRI) residing at the University of Tennessee Health Science Center (UTHSC) in Memphis with regular collaborations and visits to the University of Tennessee, Knoxville (UTK) and Oak Ridge National Laboratory (ORNL). The position's faculty appointment will be with UT-ORII at the University of Tennessee, Knoxville.

This position will be part of the DART team, which will include ~20 members who will develop novel alpha-emitting radionuclides that are targeted to tumor cells. The position will work in close collaboration with member investigators at UTHSC, ORNL, and UTK to address the molecular mechanisms of Cancer Stem-Like Cells (CSLC) against alpha particle radiation as well as tackle exciting challenges at the scientific frontier of cancer genomics. The new hire research faculty will collaborate on DART research projects, proposal preparation, submission, and student mentoring at the graduate level. Four anchor investigators of the project will provide mentoring and necessary infrastructure to the hire. Applicants will be considered at all faculty ranks.

Responsibilities:

- Mentor and train graduate students.
- Develop and lead research studies on novel radiation therapies for ovarian cancer.
- Develop a strong collaboration with the DART team and investigators at the UTHSC Center for Cancer Research, cancer researches at UTK Cancer Institute, and ORNL.
- Develop applications for extramural funding.
- Present findings to peer groups at conferences and to audiences of the CRI and UT-ORII meetings.

Minimum Education:

- M.D. or Ph.D. degree in a relevant field, such as oncology, pharmacology, or molecular biology.

Required Qualifications:

- Proficiency in small animal surgery techniques, including tumor implantation and drug administration in mouse models.
- Excellent communication and interpersonal skills, with the ability to collaborate effectively with researchers from diverse backgrounds.

- Ability to work independently as well as part of a collaborative research team.
- This position requires the ability to be granted a site-access badge for Oak Ridge National Laboratory.

Departmental Preferences:

- Track record in developing strong proposals and securing funding.
- Experience working with ovarian cancer models and in gynecological oncology.
- A clear path to independence as a researcher is desired, though an 'on-ramp' through collaboration with more senior investigators is also encouraged.

Application Instructions

Review of applications will begin immediately and will continue until the position is filled.

Applications must include:

- a letter of interest
- a comprehensive curriculum vitae
- a research plan
- a list of contact information for at least three professional references.

Additional Information About Position

- This is a 12-month, non-tenure track position.
- The appointment will be with the University of Tennessee, Knoxville.
- The work location for this position is at the UTHSC Center for Cancer Research in Memphis, TN, and the position will be closely matrixed with lead investigators and collaborators at UTHSC in Memphis.
- The position will be implemented as an initial three-year contract with full salary support for the first year, followed by a gradual decrease in salary coverage such that the successful applicant will receive 50% salary support in year 5 (if renewed) and is expected to receive extramural funding by year 3 or earlier.
- The applicant will be expected to recruit multiple graduate students by year three.
- Continuation of the position will depend on the success of the hire and the team in attracting multi-year funding.
- A competitive startup package including support for PhD students and budget for equipment will be offered.
- Salary and title/rank will be determined commensurate with experience.
- Benefits will be typical of exempt employees at the University of Tennessee.

More About UTHSC

The mission of the University of Tennessee Health Science Center is transforming lives through collaborative and inclusive education, research, scholarship, clinical care, and public service. With six

colleges – Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing, and Pharmacy – at its main campus in Memphis, in addition to educational and clinical campuses at major hospitals in Memphis, Knoxville, Chattanooga, and Nashville, and sites across the state, UTHSC strives to fulfill its vision: Healthy Tennesseans. Thriving Communities. For more information, visit www.uthsc.edu. For a comprehensive description of the UTHSC Center for Cancer Research please visit: <https://www.uthsc.edu/cancer/cancer-research/>. You can find the University of Tennessee Health Science Center on [Facebook](#), [Instagram](#), [LinkedIn](#), [X](#), and [YouTube](#).

More About UT-ORII

The University of Tennessee-Oak Ridge Innovation Institute was launched by the University of Tennessee and Oak Ridge National Laboratory in 2021, in response to America's need for a stronger pool of science, technology, engineering and mathematics, and increasingly life science talent. UT-ORII is leveraging UT and ORNL's best capabilities and resources to accelerate collaborative discovery, innovation, and interdisciplinary graduate education; and to prepare the next generation of talent in areas of critical importance to the nation and the State of Tennessee. The institute's current research areas include Clean Manufacturing and Advanced Materials, Energy Storage and Transportation, Radiopharmaceutical Therapies, and Circular Bioeconomy Systems. To learn more about UT-ORII visit utorii.com.

More About ORNL

Leveraging the talents of its world-class researchers and exceptional support staff, Oak Ridge National Laboratory is helping solve critical scientific and technical challenges and, in so doing, creating economic opportunity for the nation.

ORNL provides access to unique facilities, laboratories, and equipment, drawing thousands of visiting researchers each year.

Additional Information

- For benefits information, please visit <https://www.uthsc.edu/hr/benefits/documents/benefits-preview-packet.pdf>
- Applicants should have a demonstrated commitment to and knowledge of equal employment opportunity and affirmative action.
- The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA/V institution in the provision of its education and employment programs and services.

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER

The University of Tennessee Health Science Center is the flagship statewide, public, academic health institution in Tennessee. Founded in 1911, the mission of the University of Tennessee Health Science is to improve the health and well-being of Tennesseans and the global community by fostering

integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service. Employing more than 4,600 people on its faculty, staff, and not-for-profit corporation faculty practice groups, and with more than 3,200 students across the state, UTHSC contributes \$4 billion to the economy of Tennessee. Part of the University of Tennessee System, the Health Science Center is headquartered in Memphis and includes all six of UT's doctoral-degree-granting health science colleges -- Medicine, Dentistry, Pharmacy, Nursing, Graduate Health Sciences, and Health Professions. UTHSC spans the state with its four major, regional clinical health science locations in Memphis, Knoxville, Chattanooga, and Nashville, as well as more than 100 clinical education sites across Tennessee. UTHSC is the largest educator of health care professionals in the state and operates the state's largest residency and fellowship advanced training programs. Located in West Tennessee on the banks of the Mississippi River, Memphis is the second-largest city in the state and among the largest cities in the Southeast. The Greater Memphis metropolitan area has more than 1.3 million residents, and the city ranks among those with the lowest cost of living in the country. It is home to a vibrant restaurant scene, a revitalized Downtown, the Midtown Arts District, many scenic neighborhoods, an active medical district, and a burgeoning airport in the midst of a \$214 million modernization. Memphis boasts attractions, including Elvis Presley's Graceland, the Memphis Grizzlies, historic Beale Street, the National Civil Rights Museum, the second-largest urban county park in the United States, and the Memphis in May World Championship Barbecue Cooking Contest.

APPENDIX C – POTENTIAL RECRUITING SOURCES

The Office of Access and Compliance maintains a list of *potential* recruiting resources, for recruiting:

- In Higher Education
- Racially Diverse Groups
- Women Jobseekers
- Individuals with Disabilities
- LGBTQ+ Jobseekers

Additional recruiting sources include:

1. Placement of position announcements in professional journals, websites, or magazines.
2. Contact with Departments at other colleges and universities offering relevant degrees, in an effort to solicit applications or nominations of qualified individuals.
3. Promotion of the position through professional associations and local/regional organizations
4. Contact with prospective applicants identified through referrals or as a result of recruitment efforts, including other UT departments and campuses and current UT employees.
5. Promotion of the position by contact with local community- based agencies, campus-based groups, and offices such as the Office of International Affairs if appropriate.

RECRUITING RESOURCES

Respecting our individual and organizational uniqueness makes us stronger and, as an institution, we strive to add diversity to our teams of dedicated professionals across the state.

Below is a list of websites that offer resources on recruiting diverse employees to help attract well-qualified, diverse pools of candidates.

DIVERSITY RECRUITING RESOURCES FOR HIGHER EDUCATION

Academic Diversity Search (ADS)

<https://www.academicdiversitysearch.com/>

Academic Diversity Search, Inc. (ADS) is a nationwide employment resource specializing in connecting women and minorities with academic institutions that truly value diversity.

Academic Keys

<https://executivesearch.academickeys.com/>

AcademicKeys.com is a faculty, senior administrative and staff recruitment website with a one million opt-in candidate database.

The Chronicle of Higher Education

<https://www.chronicle.com/>

For more than 50 years, The Chronicle has been the No.1 source of news, information and jobs for faculty and administrative professionals in higher ed. In 2013, in order to better serve the higher ed community, The Chronicle created Vitae (chroniclevitae.com), an online community that brings together higher ed professionals to network and exchange ideas with peers across institutions, showcase their work, and access free career resources.

Diverse Issues in Higher Education

<http://www.diverseeducation.com/>

Diverse Issues in Higher Education stands alone as the only source of critical news, information, and insightful commentary on the full range of issues concerning diversity and inclusion in higher education.

Higher Education Recruitment Consortium (HERC)

<https://www.hercjobs.org/>

HERC is the only non-profit organization devoted to connecting exceptional professionals with careers at higher education and affiliated employers that have a shared mission to promote equity and inclusion, support dual-career couples and create a future shaped by diversity of thought and perspectives

HigherEdJobs

<http://www.higheredjobs.com/>

HigherEdJobs is one of the leading sources for jobs and career information in academia. All jobs for UTHSC are posted in HigherEdJobs. Additional diversity postings may be paid for the department.

Inside Higher Ed

<https://www.insidehighered.com/>

Inside Higher Ed is the free daily news website for people who work in higher education. More than 14,000 faculty and administrative job postings draw 1.3 million readers a month.

GENERAL DIVERSITY RECRUITING RESOURCES

Diverse Jobs

<https://www.diversityjobs.com/>

Engage targeted, diverse candidates through DiversityJobs.com's network of niche sites for Black Americans, Latinx, Asians, Native Americans, Women, Veterans, People with Disabilities, and Members of the LGBTQIA+ Community

Employ Diversity

<http://www.employdiversity.com/>

A cost-effective online solution for recruiting multicultural and foreign national job seekers.

IM Diversity

<https://jobs.imdiversity.com/>

The goal of IMDiversity.com is to provide job seekers with access to the largest database of equal opportunity employers committed to workplace diversity.

Nemnet Minority Recruitment

<https://www.nemnet.com/index.aspx>

A national resource organization committed to assisting schools and organizations in the identification and recruitment of minority students and professionals.

Professional Diversity

<https://www.prodivnet.com/>

Professional Diversity's mission is to provide diverse communities with a trusted professional network, which pairs members with employers who are serious about building a diverse workforce to meet the needs of an increasingly diverse customer base.

Workplace Diversity

<http://workplacediversity.com/>

WorkplaceDiversity.com and its family of sites were developed to connect employers to diverse candidates nationwide.

RESOURCES FOR RECRUITING AFRICAN AMERICAN/BLACK JOBSEEKERS

American Association of Blacks in Higher Education (AABHE)

<http://www.blacksinhighered.org/>

The American Association of Blacks in Higher Education (AABHE) is an outgrowth of the Black Caucus, which was a component of the former American Association of Higher Education (AAHE). As such, AABHE has rich history of representing blacks in higher education on a national level.

Historically Black Colleges and Universities Connect (HBCU Connect)

<https://hbcuconnect.com/>

HBCU Connect provides a platform for networking, professional opportunities, and educational opportunities.

Journal of Blacks in Higher Education (JBHE)

<https://jbhe.com/>

The Journal of Blacks in Higher Education offers multiple online advertising options for academic institutions and affiliated agencies.

National Urban League

<https://nul.org/program/jobs-network>

The National Urban League is a historic civil rights and urban advocacy organization with 90 affiliates serving 300 communities, providing direct services that impact and improve the lives of more than two million people nationwide.

RESOURCES FOR RECRUITING ASIAN/PACIFIC ISLANDER JOBSEEKERS

National Association of Asian American Professionals (NAAP)

<https://www.naaap.org/>

The National Association of Asian American Professionals is a non-profit organization that cultivates and empowers Asian & Pacific Islander leaders through leadership development, professional networking, and community service.

Asians in Higher Education

<https://www.asiansinhighered.com/>

Asians in Higher Education, part of The Diversity Trio including BlacksInHigherEd.com and HispanicsInHigherEd.com, is a modern online job board committed to increasing the pool of qualified, minority candidates for staff, faculty, and management employment opportunities at colleges & universities.

RESOURCES FOR RECRUITING HISPANIC/LATINX JOBSEEKERS

Hispanic Association of Colleges and Universities (HACU)

<http://www.hacu.net/>

The Hispanic Association of Colleges and Universities (HACU) is a membership organization that represents more than 450 colleges and universities in the U.S., Puerto Rico, Latin America and Spain.

Hispanics in Higher Education

<https://www.hispanicsinhighered.com/>

Hispanics in Higher Education Network is the #1 place to find jobs and careers at colleges and universities. For employers we are the affordable, highly-effective recruitment solution that helps colleges and universities find and recruit top professors, administrators, chancellors, presidents, adjunct instructors, financial aid officers, and other academic professionals to work at their institutions.

Hispanic Outlook

<https://hispanicoutlookjobs.com/>

The Hispanic Outlook (HO) in Higher Education is the only magazine with a 25-year track record of providing enlightening and inspirational information and resources that focus on Hispanics in higher education.

Latinos in Higher Education

<http://www.latinosinhighered.com/>

LatinosInHigherEd.com is the first Latino professional employment web site designed specifically for the higher education community, with over 100,000 site visits each month.

Hispanic Latino Professional Association

<https://hlpa.com/>

Since 1997, the HLPa has been providing America's Best companies & organizations with diversity based recruiting resources, as well as job and career information for individuals and job seekers.

RESOURCES FOR RECRUITING INDIVIDUALS WITH DISABILITIES

ABILITYJobs.com

<http://www.abilityjobs.com/>

ABILITY Magazine/ABILITY Jobs (ABILITY) expedite the employment of jobs seekers with disabilities through Affirmative Disability Action™ (A-D-A). A-D-A includes career site, resume

bank, branding, recognition and awareness building. ABILITY Magazine is an award-winning publication, educating the public about health, disability and, most of all, human potential.

American Association of People with Disabilities

<http://www.aapd.com/>

AAPD is the largest nonprofit, nonpartisan, cross-disability organization in the United States.

RESOURCES FOR RECRUITING LGBTQ+ JOBSEEKERS

Consortium of Higher Education Lesbian Gay Bisexual Transgender Resource Professionals

<https://www.lgbtcampus.org/post-a-job-find-a-job>

The Consortium maintains a job board as a service for our members; anyone can post a job to the job board, so it is a robust and dynamic listing of active postings! Viewing jobs on the job board is free and accessible to all.

LGBT in Higher Ed

<https://www.lgbtinhighered.com/>

LGBTinHigherEd.com is a Web 2.0 based job board committed to increasing the pool of qualified candidates for staff, faculty and management employment opportunities at colleges & universities.

RESOURCES FOR RECRUITING NATIVE AMERICAN/ALASKAN NATIVE JOBSEEKERS

Native American Jobs

<https://nativeamericanjobs.com/>

NativeAmericanJobs.com is a site dedicated to being your link to diversity and indigenous employment, career-minded individuals looking for employment and careers in all communities, locally and nationwide, including Tribal and Non-Tribal companies across the nation.

Native Peoples Recruit.com

<https://www.nativepeoplesrecruit.com/>

Native Peoples Recruit.com provides an online directory of resources and information for Native Americans, Alaska Natives, Native Hawaiians, and other indigenous groups of people living under the U.S. jurisdiction. Native People's Recruit area of focus is on employment, connecting viable candidates from urban, rural, universities, colleges, trade and vocational schools, military and veteran communities with outstanding employers.

RESOURCES FOR RECRUITING VETERAN JOBSEEKERS

Military.com

<https://www.military.com/>

Military.com is the largest online military and veteran membership organization — 10 million members strong.

Rally Point

<http://solutions.rallypoint.com/>

RallyPoint has over 800,000 military members representing 12,000+ military units and

9,700+ locations with active duty military members and veterans.

VeteransConnect.com

<http://veteransconnect.com/>

A web-based community that includes resources and tools to help them connect with employers across multiple career fields.

Vet Jobs

<https://vetjobs.org/>

VetJobs assists transitioning military and veteran jobseekers and receives 600,000 to 900,000 visitors a month.

We Hire Heroes

<https://wehireheroes.com/>

National job board for military veterans reaching millions of qualified job seekers.

RESOURCES FOR RECRUITING WOMEN

Professional Women of Color Network (PWOCN)

<https://careers.pwocn.org/>

The Professional Women of Color Network (PWOCN) empowers women of color through networking.

Women in Higher Education

<https://www.wihe.com/>

Women in Higher Education reaches as extended audience across 1000s of articles in Wiley's Gender Studies portfolio

Association of Women in Science

<https://awis.org/>

AWIS is a global network that inspires bold leadership, research, and solutions that advance women in STEM, spark innovation, promote organizational success, and drive systemic change.

Women for Hire

<http://womenforhire.com/>

Women For Hire has formed strategic partnerships with hundreds of professional and diversity associations to deliver a highly skilled and experienced pool of qualified candidates.

APPENDIX D – RUBRICS FOR CANDIDATE EVALUATION

Rubrics are helpful tools when screening and assessing candidates during the interview process. Request editable copies of these Sample rubrics from OAC.

Initial Evaluation Rubric Example

Position Title and Requisition Number						
Candidates ↓	Minimum Qualifications and Departmental Preferences →	Minimum Requirement #1 (ex. Minimum Education)	Minimum Requirement #2 (ex. Minimum job experience)	Departmental Preference (ex. Job experience)	Observed strengths based on application materials	Observed weaknesses based on application materials
Candidate #1						
Candidate #2						
Candidate #3						
Candidate #4						
Candidate #5						
Candidate #6						
Candidate #7						
Candidate #8						

Interview Evaluation Rubric Example

Committee Member:		
Question #1	Question: Input question here	
Candidates	Notes	Rating 1(lowest) - 5 (highest)
Candidate #1		
Candidate #2		
Candidate #3		
Candidate #4		
Question #2	Question: Input question here	
Candidates	Notes	Rating 1(lowest) - 5 (highest)
Candidate #1		
Candidate #2		
Candidate #3		
Candidate #4		
Overall Observations	Candidate's Strengths	Candidate's Weaknesses
Candidate #1		
Candidate #2		
Candidate #3		
Candidate #4		

Source: <https://advance.umich.edu/resources/>

Sample Candidate Evaluation Sheet

This evaluation sheet is offered as a general template; search committees should feel free to modify this for their purposes. These questions are designed for assistant/associate faculty searches; committees should modify the language for tenure/tenure-track faculty searches. Senior faculty criteria are within the parenthesis.

Candidate's Name: _____

Please indicate which of the following are true for you (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Read candidate's CV/resume | <input type="checkbox"/> Met with candidate |
| <input type="checkbox"/> Read candidate's scholarship | <input type="checkbox"/> Attended meal with candidate |
| <input type="checkbox"/> Read candidate's letters of recommendation | <input type="checkbox"/> Attended candidate's lecture/presentation |
| <input type="checkbox"/> Attended candidate's interview | <input type="checkbox"/> Other (please explain) |
| <input type="checkbox"/> Watched candidate's interview | _____ |

Please comment on the candidate's scholarship (noting the basis of assessment):

Please comment on the candidate's teaching ability (noting the basis of your assessment):

Please rate the candidate on each of the following:

	Excellent	Good	Neutral	Fair	Poor	Unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Relationship to the department's priorities						
Ability to make a positive contribution to the department's climate						
Potential (Demonstrated ability) to attract and supervise medical students, residents, and fellows.						
Potential (Demonstrated ability) to teach and supervise medical students, residents, and fellows.						
Potential (Demonstrated ability) to attract, work with, and teach diverse students						
Potential (Demonstrated ability) to be a conscientious department/school community member						

Strengths:

Weaknesses:

Adapted from materials developed by the STRIDE Committee at the University of Michigan.

APPENDIX E – CANDIDATE CONTACT TEMPLATES

Letter of Acknowledgement- Application Received

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

Thank you for your interest in the position of _____ for the College/
Department of _____ at the University of Tennessee Health Science Center.

We have received your application and relevant documents for this position. We will be in touch about the next steps regarding the search. Your HR Employment Website profile will also be updated as the search progresses.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Notification of Elimination Letter (After Initial Screening)

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

The Search Committee for the position of _____ at the College/Department of _____ at the University of Tennessee Health Science Center has done an initial screening of applications.

After careful review of your job-related qualifications, the committee decided that other applicant's qualifications more closely matched the requirements for the job. Therefore, your application is no longer under active consideration.

The Search Committee would like to express its sincere appreciation for your time and interest in _____.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Letter of Notification for Initial Screening- Phone/Zoom Interview

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

The Search Committee for the position of _____ at the College/Department of _____ at the University of Tennessee Health Science Center has done an initial screening of applications.

After careful review of your job-related qualifications, the committee would like to do an initial screening with you via phone/ Zoom for further consideration.

Please let us know from the times provided below if you are available for an initial screening interview.

Times:

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

**Letter of Notification of Non-Selection After Initial Screening Phone/ Zoom Interview/
Interview**

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

Thank you for your interest in the position of _____ at the College/Department of _____ at the University of Tennessee Health Science Center. Your credentials were very impressive; however, the search committee has selected other candidates to participate in the second part of the interview process.

Again, thank you for your interest in the University of Tennessee Health Science Center. I wish you much success in achieving your career goals.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Letter of Notification of Candidate's Status (After Interview)

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

While we are in the process of reaching a decision about the position for which you have applied, a final decision has not yet been made. Therefore, you remain under active consideration for the position. We would like to keep your application in our active file until a final decision is reached.

We should be contacting you within **four to six weeks** regarding the decision process. Please contact us if your application status changes.

Thank you for your interest in the University of Tennessee Health Science Center.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Letter of Notification of Non-Selection for Interview (After Second Screening)

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

Although your qualifications are impressive, the search committee found others whose qualifications more closely match the needs of the department. You, therefore, are not among those under active consideration at this time.

We have not made a final decision, however. We would like to keep your application in our active file until a final decision is made. You should hear from us in **four to six weeks** regarding future decisions.

Thank you for your interest in the University of Tennessee Health Science Center.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Failed (or Terminated) Search Letter

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

Thank you for applying in the position of _____ at the College/Department of _____. We appreciate your desire to join us at the University of Tennessee Health Science Center.

It is with regret that I am writing to inform you that the search (was not successful or was terminated) and no one in the pool of applicants is being further considered for the position.

On behalf of the Search Committee and Dean _____, I wish to thank you for your interest in the position and for your time and effort in applying.

Please continue to consider UT Health Science Center as a future employer. We encourage you to continue monitoring the University's Human Resources website at <https://uthsc.edu/hr/employment/index.php> for other employment opportunities.

Again, thank you for your interest in the University of Tennessee Health Science Center, and best wishes for success in your job search.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Letter to Inform Candidates They Are Still Being Considered

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

All of the completed candidate files for the position of _____ at the University of Tennessee Health Science Center have been reviewed by the search committee. Because of the number of well-qualified applicants, screening to identify those who are most highly qualified has been difficult.

I am pleased to tell you that you are one of the candidates still actively being considered for the position. At this time, we wish to inform you that [PROCEDURE AND RATIONALE FOR NEXT STEP(S): *for example, finalists will be identified in the next four to six weeks; or we will be contacting you to schedule an interview, or the position is on hold because of uncertainty of funding, etc.*].

We appreciate your interest in the position and will keep you informed regarding the status of your application.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Letter to Finalist for On-Campus Interview

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,

It is a pleasure to confirm your visit to the University of Tennessee Health Science Center (UTHSC) campus as a finalist for the position of _____ in the College/ Department of _____. Enclosed is a Finalist Information Packet that will help to answer any questions you may have about the College of Dentistry, UTHSC, and the city of Memphis. The packet references websites for Memphis/Shelby County cities.

I have attached a copy of your interview schedule beginning [Date]. We have made reservations for you at the nearby [hotel name and location]. The College/Department of _____ is located at _____. Maps of the campus and city are enclosed for your convenience.

As I explained over the phone, we ask you [briefly describe the type and length of presentations expected]. We will arrange to have [specify materials, equipment for presentation requested by finalist] for your presentation.

Please feel free to call me with any questions or requests you may have. In the meantime, we look forward to meeting you.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Enclosed: Finalist Information Packet

Search on “Hold” Template

Candidate Name
Candidate Address
VIA EMAIL

Date

Dear Candidate Name,
All of the completed candidate files for the position of _____ at the University of Tennessee Health Science Center have been reviewed by the search and screen committee. Because of the number of well-qualified applicants, screening to identify those who are most highly qualified has been difficult.

At this time, we wish to inform you that the position is on hold due to [PROCEDURE AND RATIONALE FOR NEXT STEP(S)].

We appreciate your interest in the position and will keep you informed regarding the status of your application.

Sincerely,

Name
Search Committee Chair
Title
UT Health Science Center
Memphis, TN

Enclosed: Finalist Information Packet

APPENDIX F – LEGAL AND ILLEGAL INTERVIEW INQUIRIES

Subject	What May Be Asked	What May NOT Be Asked
Name	Whether the applicant has worked for the University under another name. Whether any other information, such as a nickname or initials, is needed to check the candidate's work and educational record.	Maiden name of a married woman. Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent.
Age	Discussion should be kept to questions about the applicant's career stage.	Inquiry into the date of birth or age of an applicant.
Gender	No questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex.
Sexual Orientation	No questions.	Inquiry into applicant's sexuality.
Religion	No questions, except in extremely rare and narrow circumstances where religious beliefs and practices could be a <i>bona fide</i> occupational qualification for a position, with the employer bearing a heavy burden to show that this is so.	Inquiry into an applicant's religious denomination, affiliation, church, parish, pastor, or religious holidays observed. Avoid any questions regarding organizations and/or affiliations that would identify religion.
Birthplace	No questions.	Birthplace of applicant or of applicant's parents, partner/significant other, or other close relatives.
Relatives	Names of applicant's relatives already employed by Harvard.	Names, addresses, ages, number, or other information concerning applicant's children or other relatives not employed by Harvard.
National Origin	An employer may require an employee to produce documentation that evidences his or her identity and employment eligibility under federal immigration laws.	Inquiry into the applicant's lineage, ancestry, national origin, descent, parentage, or nationality; nationality of parents or partner/significant other; applicant's native language.
Citizenship	Are you legally authorized to work in the United States?	Inquiries about citizenship or whether the applicant intends to become a U.S. citizen.
Language	What languages do you read fluently? Write fluently? Speak fluently?	Inquiries into how applicant acquired the ability to read, write, or speak a foreign language.
Education	Inquiry into the academic, vocational, or professional education of an applicant for employment.	Questions about education designed to determine how old the applicant is.
Experience	Inquiry into work experience. Inquiry into countries the applicant has visited. Inquiry into references.	Inquiry into organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.

Subject	What May Be Asked	What May NOT Be Asked
Disability	You can ask an applicant about his or her ability to perform job-related functions, as long as the questions are not phrased in terms which would elicit whether the applicant has a disability, and as long as such questions are asked of all applicants similarly situated (such as in all interviews).	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap. Inquiry into whether an applicant has ever been addicted to illegal drugs or treated for drug abuse/alcoholism. Inquiry into whether an applicant has AIDS. Inquiry into whether an applicant has ever received workers' compensation. Inquiry into whether an applicant has ever been hospitalized/treated for medical or mental health conditions. Inquiry into whether an applicant has ever been absent from work due to illness. An employer may not inquire as to the nature, severity, treatment, or prognosis of an obvious handicap or disability or of a hidden disability or handicap voluntarily disclosed by an applicant.
Marital Status	No questions.	Are you married? Where does your partner/significant other work? Is there a partner/significant other who would also need to find a job in the area? What are the ages of your children, if any? What was your maiden name?
Address	Applicant's place of residence.	Do you rent or own your home? How long at each particular address?
Height, Weight, Strength	Questions regarding height, weight, or strength may be asked only if the employer can prove these requirements are necessary to do the job.	n/a
Photograph	No questions.	An employer cannot ask for a photograph to accompany an application.
Military	Applicant's work experience, including names, addresses of previous employers, dates of employment, reasons for leaving.	Inquiry into an applicant's type of discharge.
Criminal Record	Inquiry into actual felony convictions (not arrests) that relate reasonably to fitness to perform a particular job.	Inquiry relating to arrests or misdemeanors. Any inquiry or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the prospective employment.
Memberships	Are you a member of any professional societies or organizations? (Exclude inquiries into specific organizations the name or character of which indicates the race, creed, color, or national origin of its members.)	Inquiry into applicant's membership in nonprofessional organizations (e.g., clubs, lodges, etc.)

Acknowledgements: Harvard Office of Human Resources, MIT Faculty Search Committee Handbook (2002).

APPENDIX G –NARRATIVE SUMMARY FORM

<https://www.uthsc.edu/access-compliance/documents/eeoc-narrative-summary-update.pdf>



ACCESS AND COMPLIANCE

Narrative Summary Form for Executive Administrative Positions

(Vice Chance, or Assistant/Associate Vice Chance, or Dean,
Assistant/Associate/Executive Dean, Executive Director, Chair)

The Narrative Summary Form must be completed and approved **before** candidates may be invited for on-campus interviews. The Narrative Summary documents the methods and actions taken to advertise the position, recruit applicants, and select the Principal and Alternate (Secondary) candidate pools.

This documentation is required to show that all appropriate equal employment opportunity and affirmative action initiatives have been taken. This form must be completed and submitted for approval by the appropriate signatory authorities. Upon completion of the form, the Department Head/Director or Search Committee Chair signs and then should submit the original copy and all attachments to the Hiring Official. Once signed by both, OAC will then receive and sign the form last, before forwarding it to the Department if approved. OAC will communicate with the department as necessary during the process. Departments may contact candidates to schedule interviews upon notification of the approved form.

Questions regarding this form should be directed to OAC at 901-448-2112. Departments may also consult the UT Search Procedures Manual.

Date: _____

Submitted by: _____

I. SEARCH INFORMATION

Department/College: _____

Position Name: _____

Position Number(s): _____

Taleo Requisition Number: _____

External or Internal Search: _____

Date of Search Committee Charge Meeting with OAC: _____

II. SEARCH COMMITTEE COMPOSITION

Search Committee Chairperson: _____

Search Committee Members:

_____	_____
_____	_____
_____	_____
_____	_____

III. RECRUITING/ ADVERTISING EFFORTS

Attach additional documentation as needed for this section.

Taleo Posting Date: _____

Publications

List of publications in which the vacancy was advertised, dates of advertisement, and number of recruited candidates as a result. *Internal Searches: input N/A*

Publication	Dates of Advertisement	# of Recruited Applicants
_____	_____	_____
_____	_____	_____
_____	_____	_____

Organizations

List of professional organizations, committees, websites, e-mail lists, mass mailings, and referral sources with which vacancy was listed and dates of listings or mailings. *Internal Searches: input N/A*

Organization	Dates of Advertisement	# of Recruited Applicants
_____	_____	_____
_____	_____	_____
_____	_____	_____

Extraordinary Efforts

Please describe any extraordinary efforts made by the committee to contact and encourage applications from qualified women and minority candidates. (Attach additional sheets as needed)

IV. Please list Primary and Secondary candidates.

Primary Candidates

Secondary Candidates

Note: If no women and/or minorities have been selected for the primary or secondary pool, the strengths and weaknesses of each female and/or minority applicant should also be attached.

V. Checklist of Attachments

- ☐ Complete Applicant List showing EEO/AA Self-Identification Information requested from OAC.

<u>Name</u>	<u>Gender</u>	<u>Race/Ethnicity</u>	<u>Vietnam Era Veteran</u>	<u>Other Eligible Vet</u>	<u>Principal/ Alternate</u>	<u>Internal/ External</u>
Jane Arms	F	B	Unknown	Unknown	P	I
John Brown	M	W	No	No	A	E
Jack Doe	M	W	Yes	No		E

Note: If no women and/or minorities have been selected for the primary or secondary pool, the strengths and weaknesses of each female and/or minority applicant should also be attached.

- ☐ Copies of the CVs and Resumes of all Primary and Secondary Pool Candidates.
- ☐ Strength and Weakness Statements of all Primary and Secondary Pool Candidates.

VI. Required Signatures

This document has been reviewed and approved by all appropriate signatories in the review/approval process:

A) Requested by:

Department Head or Search Committee Chair (Name- Print or Type)

Department Head or Search Committee Chair (Signature)

Date

B) Approved by:

Hiring Official (Name- Print or Type)

Hiring Official (Signature)

Date

C) Office of Access and Compliance Approval:

Associate Vice Chancellor for Access and Compliance (Name- Print or Type)

Associate Vice Chancellor for Access and Compliance (Signature) Date

APPENDIX H – HIRING JUSTIFICATION FORM

This form is required before Offer Authorization is approved at all Search Levels.

This form must be submitted to the appropriate HR and/or OAC representative.

POSITION TITLE (as it appears in HR employment website)				
REQUISITION # (Include Position Number as well)				
Business Managers Name:				
Hiring Managers Name:				
Committee Members Names:				
CANDIDATES INFORMATION		Note: Please include only candidates that were approved for primary pool.		
Last Name	First Name	Interview Date	Selection Rank	Detailed Justification to hire/not select candidate.

Request an editable copy from HR or OAC or access it through this link.

<https://www.uthsc.edu/access-compliance/documents/hiring-justification-form-template.xlsx>

APPENDIX I – SEARCH EXEMPTION FORM

<https://www.uthsc.edu/access-compliance/documents/search-exemption-form.pdf>



SEARCH EXEMPTION FORM: FACULTY & EXEMPT STAFF

Submitted By: _____ Date: _____
Exemption For: _____ Race: _____ Gender: ☐ Male ☐ Female
Department: _____ Rank/Title: _____
Effective Dates of Exemption (if applicable) *: _____ through _____

*Exemption periods will be extended only in exceptional circumstances.

An exemption from the faculty/ exempt staff hiring procedures is requested for the above individual for the following reason(s): (Please mark all that apply)

- ☐ Temporary non-renewable appointment of up to one year, including visiting faculty, visiting summer session appointments, and research assistants.
- ☐ Research faculty position, non-tenure track, in which the individual named serves as principal or coprincipal investigator of an approved research grant that specifically designates extramural salary support.
- ☐ Promotion in place/Reclassification -- Change in the title and/or responsibilities of a current faculty or exempt staff employee where the change involves expanding or restructuring of an existing position and not establishing a new position.
- ☐ Part-time appointments of up to 50 percent. A part-time appointment may not be changed from 50 percent or less to greater than 50 percent without conducting a search using the search guidelines.
- ☐ An acting or interim appointment. An acting or interim appointment may not be changed to a permanent appointment without a search. Acting or interim appointments will normally be for no more than one year, unless authorized by OAC. Only current employees may be considered for acting or interim appointments.
- ☐ Appointment to a faculty rank and title without compensation or with pay that is nominal compared to the regular compensation of a similar position (ex: honorific titles).
- ☐ Unique qualifications and/or situations that make a search counterproductive. Documentation of the qualifications must be attached.
- ☐ Accompanying spouse appointment necessary to recruit a successful candidate identified in a preexisting search. This exemption must be supported in writing and by the programmatic needs of the employing department of the accompanying spouse. The endorsement of the appropriate Vice President/provost and dean is necessary for this type of exemption.

Checklist:

- ☐ The requestor must be different from the submitter. The requestor must be an academic/clinical hiring manager, business manager/officer, or assistant/associate dean of the department.
- ☐ Required documents to be attached: CV/resume of the candidate, official documents detailing salary, duties, etc., and request letter if applicable.

Requestor: _____ OAC: _____

Notification to Academics Affairs and Human Resources (Date): _____

Submit requests with required documents to the Office of Access and Compliance oac-hsc@uthsc.edu

For guidance on the required documentation attachments, please consult an OAC representative.

APPENDIX J – BEST PRACTICES

SEARCH COMMITTEE CONSIDERATIONS

Search Committee Chairperson's Role

The role of the chairperson is to coordinate all aspects of the recruitment and selection process with the hiring official, including:

1. Assuring the search process conforms to UTHSC guidelines and applicable state and federal laws;
2. Coordinating communication with the appropriate representative of the Human Resources Department, Business Manager/ HR Employment Website Representative, OAC, the search committee, and candidates;
3. Facilitating interviews and search committee meetings; and
4. Resolving conflicts should any arise.

Search Committee's Advisory Role

The Committee's responsibilities generally include:

1. Assisting in the development of the employment announcement and recruitment sources;
2. Establishing criteria to be used in evaluating a candidate's qualifications for a position (as outlined in the job profile);
 - Minimum qualifications are the education levels, skills, and credentials that an applicant must have in order to be considered for the position. If an applicant lacks a minimum qualification, he/she is considered unqualified for the position.
 - Preferred qualifications are additional skills and qualifications that would enhance an applicant's ability to successfully perform in the position. These qualifications are typically used to establish the interview pool. Candidates who meet the minimum qualifications normally must satisfy all or most of the preferred qualifications to be considered for an interview.
3. Screening and evaluating resumes in order to develop a "shortlist", specifically;
4. The search committee must evaluate the applicant pool by screening resumes based on the advertised minimum and preferred qualifications.
5. The committee must use the minimum requirements specified in the posting and the priorities expressed by the hiring official in order to have a consistent frame of analysis for committee members to evaluate the candidates in the applicant pool.

6. Recommending candidates for a campus interview; and
7. Interviewing candidates and making recommendations to the hiring official.

EEO, Affirmative Action and Diversity

- Equal Employment Opportunity is the right of all persons to be considered on their ability to meet the requirements of the job. Because EO does not typically change existing conditions, further action is necessary. That is where affirmative action efforts come in.
- Affirmative Action refers to efforts made to expand an employment opportunity for members of a particular race, gender, or ethnicity group previously excluded from employment opportunities. These efforts are made consistent with applicable laws and regulations.
- Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement.

Search Mediums and Resources Examples

- HigherEd Jobs
- Inside Higher Ed
- Diverse Issues in Higher Education
- The Chronicle of Higher Education
- Academic Keys

Campus Interview

Establish evaluation criteria¹

Deciding in advance of reviewing applications which criteria will be used, and how they will be weighted, will help evaluators avoid common cognitive errors such as:

- **elitism**—assuming that individuals from prestigious institutions are the best candidates without viewing all applications more closely and/or considering the needs of the department;
- **shifting standards**—holding different candidates to different standards based on stereotypes;
- **seizing a pretext**—using a minor reason to disqualify a candidate without properly considering all other criteria;
- **ranking prematurely** - designating some candidates as more promising than others without fully considering the strengths and weaknesses of all applicants; and
- **rushing to judgment**—having strong group members, particularly those with seniority, reach and express consensus without sufficient discussion, which may make it difficult for others to challenge those conclusions.

¹Source: “Guide to Best Practices in Faculty Search and Hiring”, Columbia University, <https://provost.columbia.edu/sites/default/files/content/BestPracticesFacultySearchHiring.pdf>
Retrieved on September 10, 2019

Advertise and Recruit

Successful advertisement and recruitment should include the following:

- A plan for marketing and advertising the position, placement of ads, and distribution of the position announcement.
- Discussions focused on networking, especially at conferences and meetings to identify future and current leaders in the discipline area.
- Expanded networks to identify the best candidates, especially using the networking of women and faculty of color.
- Development of materials to send to all applicants, and separate/additional materials to send to interviewees to promote the community, local, and university resources. This may include materials from the Chamber of Commerce and the university.

Not Eligible to Work in the U.S.²

Searches that may lead to the hiring of an individual who is not eligible to work in the U.S. have specific advertising requirements.

For faculty searches, UTHSC must demonstrate that a competitive recruitment and selection process was used and that the foreign national was more qualified than any U.S. worker applicant. UTHSC can demonstrate this through the use of the protocols set forth in the UT Search Procedures.

In conducting an open and competitive search, electronic or web-based national professional journals may be used in lieu of a print journal to satisfy the provision found at 20 CFR 656.18(b)(3), which requires the use of a national professional journal for advertisements for college or university teachers. The advertisement for the job opportunity for which certification is sought must be posted for at least 30 calendar days on the journal's website.

Documentation of the placement of an advertisement in an electronic or web-based national professional journal must include evidence of the start and end dates of the advertisement placement and the text of the advertisement. An example of a national outlet that meets these criteria is the Chronicle of Higher Education. If a search process does not include one national electronic or print ad and the finalist turns out to be a non- U.S. citizen, the hiring department will need to re-recruit for the position to meet the U.S. Department of Labor (DOL) certification requirements.

While the national electronic or print ad is necessary, it alone is not sufficient to satisfy DOL requirements - evidence of other recruitment sources utilized is also required. The DOL does not specify what those other sources need to be, but it is clear that more than just the national electronic or print ad is required.

Department of Labor requirements vary for academic professional searches. In conducting an open and competitive search, one full print advertisement must appear in a national advertising venue (e.g., Chronicle of Higher Education). If a search process does not include one national

print ad and the finalist turns out to be a non-U.S. citizen, the hiring department will need to re-recruit for the position to meet the U.S. Department of Labor (DOL) certification requirements. While the national print ad is necessary, it alone is not sufficient to satisfy DOL requirements - evidence of other recruitment sources utilized is also required. The DOL does not specify what those other sources need to be, but it is clear that more than just the national print ad is required.

²Source: https://provost.asu.edu/sites/default/files/page/1567/academicsearchhandbook_09-15-14.pdf. Retrieved on July 24, 2020

ADDITIONAL INFORMATION

Additional information regarding OAC points of contact or other search and recruitment resources, please visit <https://uthsc.edu/access-compliance/faculty-executive-search-procedure.php>