



## Quick Reference Guide: EO Considerations with Postings

**Purpose:** To highlight the importance of creating a posting that is reflective of not only the position being advertised, but of the successful candidate being sought. Having a well thought out posting that clearly identifies the qualifications of the candidate and expectations of the position greatly aids in making the review and selection process more efficient.

### Posting Types

1. The first consideration for your posting is the type of posting you will be creating. Based on the university recruitment policy, the following are the type of postings that are available to departments.
  - a. Labor Market Test
    - i. Labor certification requires a U.S. employer to prove that there are no minimally qualified U.S. workers for the position. Positions that fall under this provision are required to be posted for thirty (30) days.
    - ii. *Does **NOT** require the minimal three (3) proactive recruitment sources*
  - b. Internal Posting
    - i. As a general rule, staff positions must be advertised externally for a minimum of fourteen (14) calendar days. However, in certain circumstances, managers or supervisors may wish to fill positions from within the University to encourage the upward mobility of staff employees to positions for which they are qualified.
    - ii. Internal Postings will be designated as such and listed on the University of Arkansas Careers site for a minimum of five (5) calendar days. Departments will be limited to six (6) internal postings within a fiscal year. The university position vacated when the internal posting is filled must be advertised under the standard advertisement policy
    - iii. *Does **NOT** require the minimal three (3) proactive recruitment sources*
  - c. Promotion
    - i. In exceptional circumstances a current employee may be promoted, transferred or demoted to a position without a search as specified in the plan under the following conditions:
      1. Increased/change duties
      2. Increased/change salary
      3. A change in title (occupation and/or working)
    - ii. Requests must be submitted via the PeopleAdmin7 system along with attaching the appropriate forms: [Posting Waiver Forms](#)
    - iii. *Does **NOT** require the minimal three (3) proactive recruitment sources*
  - d. Demotion

- i. In exceptional circumstances a current employee may be promoted, transferred or demoted to a position without a search as specified in the plan under the following conditions:
      - 1. At the behest of the Department Head
      - 2. Position Reclassification
      - 3. Request from employee (if a position is open) or employee applies for a position in a lower classification that would denote a demotion
    - ii. Requests must be submitted via the PeopleAdmin7 system along with attaching the appropriate forms: [Posting Waiver Forms](#)
    - iii. *Does **NOT** require the minimal three (3) proactive recruitment sources*
  - e. Transfer
    - i. If you are a classified employee, you may transfer to another position classified at the same grade in your department or unit or to a position classified at the same grade in another department or unit; this would be a lateral change.
    - ii. Requests must be submitted via the PeopleAdmin7 system along with attaching the appropriate forms: [Posting Waiver Forms](#)
    - iii. *Does **NOT** require the minimal three (3) proactive recruitment sources*
  - f. Variance
    - i. A waiver from the selection process in which an internal or external candidate has been identified that does not denote a transfer or promotion.
    - ii. Criteria for waiver approval may include:
      - 1. Appointment of executive and senior management level positions (i.e. Chancellor, Vice Chancellors, etc.)
      - 2. The department has secured a candidate with “special distinction” (i.e., rare expertise in a specialized field, internationally renowned).
      - 3. Emergency related: The mission of the administrative unit or department will be in jeopardy if the position is not filled immediately.
      - 4. The terms of the grant or contract require the appointment of the defined individual.
      - 5. As part of the recruitment in another unit on campus, the candidate is a qualified “dual-career” spouse or partner.
    - iii. Requests must be submitted via the PeopleAdmin7 system along with attaching the appropriate forms: [Posting Waiver Forms](#)
    - iv. *Does **NOT** require the minimal three (3) proactive recruitment sources*

- g. External Posting
  - i. As a general rule, staff positions must be advertised for a minimum of fourteen (14) days - maximum of ninety (90) days. As a general rule, faculty positions must be advertised for a minimum of thirty (30) days. As of July 15, 2014, to assist departments in the recruitment process, a minimum 2-week posting period may be used for the following positions: "Visiting" Faculty, "Clinical" Faculty, Instructors and Lecturers.
    - 1. Faculty positions are not required to have a closing date, although it is a best practice. In the event that the department/search committee wants to keep the position Open Until Filled, the following language is required in the special instructions summary: Review of applications will begin immediately and will continue until the position is filled. Completed applications received by [**Enter Date, minimally thirty (30) days from posting date**] will be assured full consideration. Late applications will be reviewed as necessary to fill the position.
  - ii. **DOES** require the minimal three (3) proactive recruitment sources
- h. Temporary Appointment
  - i. Open positions that will be held by the successful candidate for one (1) year or less.
  - ii. **DOES** require the minimal three (3) proactive recruitment sources

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## Position Announcement

1. Once the posting type has been identified, it is important to then think about the language being used for the posting.
  - a. Examples of considerations:
    - i. Is the posting free from any discriminatory language?
    - ii. Does the posting clearly identify the work that is required for the position?
    - iii. Does the posting clearly identify the minimum qualifications that will be utilized in screening the applicants?
      1. **Note:** It is important to review how the minimum qualifications are listed to ensure that both the department and HR review the applicants against the qualifications correctly. Please be mindful of the use of words like "and/or". If you have any questions of how your minimum qualifications will be assessed, please contact a Human Resources Partner.
    - iv. Does the posting clearly identify the preferred qualifications that will be utilized in screening the applicants?

1. **Note:** Although having preferred qualifications is not required, it is a best practice. Some departments/search committees omit preferred qualifications due to wanting as many applicants as possible. This causes the applicant pool to be filled with a broad array of applicants, with no clear indicator on how applicants will be assessed as to who is the most qualified individual. Without clear qualifications, departments/search committees will have to provide more detailed justifications on why they are or aren't selecting applicants for interview and/or hire.
- v. Does the posting clearly identify Knowledge, Skills, and Abilities (KSAs) that are reflective of the position and can be utilized in screening the applicants?

## Physical Demands

1. Applicants for employment can request an accommodation for the application process or may seek a workplace accommodation after the offer of employment by contacting the ADA Coordinator in the Office of Equal Opportunity and Compliance (OEOC) at (479) 575-4019 (voice), (479) 575-3646 (tdd), or titlevii@uark.edu.
2. Any University of Arkansas (university) employees and/or applicants who believe they have a disability and wish to request a reasonable accommodation should utilize the [Reasonable Accommodation Request Form](#).

## Recruitment Plan

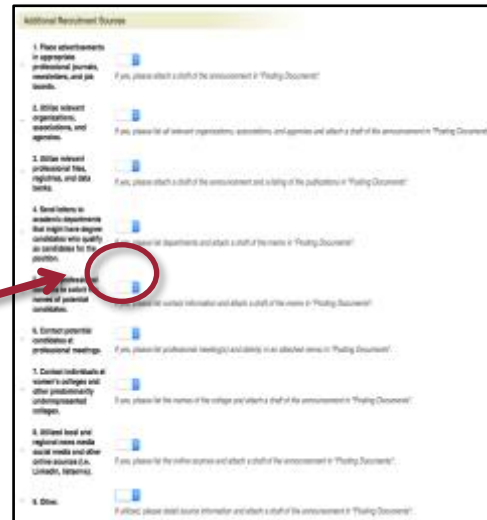
1. To create a broad, rich, and diverse applicant pool, hiring official(s)/search committee are required to minimally advertise in three (3) recruitment sources **within their respective discipline or field** that target **diverse populations** (Diverse Recruiting Policy: [Academic Policy Series 1405.16G](#) & [Fayetteville Policies and Procedures 204.1](#)).
  - a. **Instructions:** Use the following steps to site the three (3) discipline specific **proactive recruitment sources** aimed specifically towards underrepresented individuals and any other recruitment sources that will be utilized during the process.
2. The **Recruitment Plan** is the second tab when editing a posting. The three (3) Discipline Specific **Proactive Recruitment Sources** are labeled #1, #2 and #3 and are all required with the exception of an internal

The image shows a screenshot of a web form titled "Required Information". It contains three identical sections for "Proactive Recruitment Source #1", "#2", and "#3". Each section has a "Name" input field and a "Type of Source" dropdown menu with "Please select" as the current selection. Red circles are drawn around the "Proactive Recruitment Source #1", "#2", and "#3" labels in each section.

posting, waiver, or Labor Market Test when recruitment sources are not required.

- a. **Note:** Although not specifically labeled, University Faculty positions are also required to advertise with three (3) proactive recruitment sources.

3. The **additional recruitment sources** should be used to indicate other sources outside of the three (3) Discipline Specific Proactive Recruitment Sources. Utilizing other recruitment sources is encouraged, but they do not count towards the Discipline Specific Pro-Active recruitment requirements.
4. Indicate whether or not the department will be utilizing other recruitment sources is required by a Yes/No drop down response.



The screenshot shows a form titled "Additional Recruitment Sources" with the following sections:

- 1. Place advertisements in newspapers, professional journals, newsletters, and job leads. (If yes, please attach a draft of the announcement in "Posting Document")
- 2. Utilize relevant organizations, associations, and agencies. (If yes, please list of relevant organizations, associations and agencies and attach a draft of the announcement in "Posting Document")
- 3. Utilize relevant professional files, registries, and data banks. (If yes, please attach a draft of the announcement and a listing of the publications in "Posting Document")
- 4. Send letters to academic departments that require a degree candidate with quality as candidates for the position. (If yes, please list of departments and attach a draft of the letter in "Posting Document")
- 5. Contact individuals in your department and attach a draft of the letter in "Posting Document". (If yes, please provide contact information and attach a draft of the letter in "Posting Document")
- 6. Contact professional organizations or professional meetings. (If yes, please list professional meetings and attach a draft of the letter in "Posting Document")
- 7. Contact individuals at sister colleges and other professionally affiliated organizations. (If yes, please list the names of the colleges and attach a draft of the announcement in "Posting Document")
- 8. Contact local and regional news media such as radio and other print sources (i.e., LOCAL, NATIONAL). (If yes, please list the media source and attach a draft of the announcement in "Posting Document")
- 9. Other. (If others, please detail source information and attach a draft of the announcement in "Posting Document")

## Posting Documents

1. After identifying the three (3) proactive recruitment sources and any other, outside, recruitment sources to be utilized by the department in the recruitment process, it is required that the verbiage for the advertisement be attached, reviewed, and approved by OEOC, **BEFORE** sending out publicly.
  - a. As a federal contractor, certain statements must be included in all position announcements. Also, as a general practice of the university, we require specific information to be included in any advertisements to ensure applicants are able to view the official posting on the Careers website.
2. Sample Job Announcement:  
The Department of **(Add Department name)** is accepting applications for **(Add Position Working Title)**. **(Optionally can add any information about the Summary of Job Duties)** **(Optionally can add any information about Minimum Qualifications and Preferred Qualifications)** **(Optionally can add any of the other information as found in the posting.)**

For a complete position announcement and information regarding how to apply, visit [[copy/paste Quick Link for Posting url](#)].

(Insert appropriate [Affirmative Action/Diversity Statement](#))





3. The **Posting Documents** tab should be utilized to attach the draft of the advertisements that will be used during recruitment. All additional recruitment sources that have been identified as being used for recruitment have a corresponding area in the posting documents to attach the required information only if there are different versions of the announcement.

**Posting Documents** Save << Prev Next >>

Drafts of all recruitment source documents (i.e. memos, announcements, etc.), as identified in the recruitment plan, must be attached to the corresponding document type as defined below.

To add a document to the posting, hover over the blue Action text link to the right of the document name. Documents can be uploaded by browsing for the document or a document can be written or previously selected. Document types that are supported as attachment include .doc, .docx, .pdf, .rtf, .rtx, .txt, .tiff, .tif, .jpeg, .jpe, .jpg, .png, .xls and .xlsx. All documents uploaded will be converted to .pdf for security. PDF conversion must be completed for the document to be valid when applicable.

Document Type	Name	Status	(Actions)
----- Discipline Specific Proactive Recruitment Announcement Drafts -----			
	*Attach Draft of Position Announcement that will be sent to recruitment sources identified on the Recruitment Plan* (Please list the full name (no acronyms) of the recruitment source(s) within the document or list on the name field)		Actions ▾
If you will be utilizing different versions of the ad, please attach the additional drafts here.			
----- Additional Recruitment Announcement Drafts (If you will be utilizing different versions of the ad, please attach the additional drafts in the appropriate areas below.) -----			
	1. Professional journals, newsletters, and job boards (Attach list of publication(s) and draft of announcement)		Actions ▾

## Documents Needed to Apply

1. Identify the appropriate **Documents Needed to Apply** (resume, cover letter, writing samples, etc.) that will allow the applicant to show how they meet the qualifications.
  - a. It is important to request the appropriate documents so that the information presented can be reflective of how the posting articulates the description of a successful candidate.
  - b. Departments should review all documents requested to ensure that all presented qualifications from the applicant are reviewed and assessed appropriately.
    - i. **Note:** Some applicants will highlight, in general, their experience on the application and have more detailed information on the resume. Ensure that you are reviewing both documents, as the department has requested this information.

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## Guest Users

1. In certain situations, the department/search committee may want feedback from individuals who have a business related reason to review the applicants for the position, but won't be the individual responsible for rating and/or ranking the applicants.
2. These individuals who are identified on the posting as Guest Users, should not also be listed as Search Committee members.
  - a. Guest Users are individuals who have a business related reason to review the applicants, but not rate or rank them.

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## Search Committee

1. If the department decides to utilize a search committee for the hiring process, the members of the search committee must be identified in PeopleAdmin 7.
  - a. **Note:** As a federal contractor, we are required to train our personnel involved in recruitment, screening, selection and related processes about the UA's EEO obligations and, if appropriate, about our affirmative action commitments. Those identified as Search Committee members in PeopleAdmin 7 will be sent an email from OEOC identifying training dates of which they can register.
2. As a best practice, the committee should consist of at least three members, including the chair, who should be distinguished in her/his department and the university, who has participated in searches resulting in successful recruitment of diverse candidates, and who is familiar with equal opportunity and affirmative action principles. The committee membership should be diverse in gender and race/ethnicity, bringing different perspectives, expertise, and backgrounds to the process. The inclusion of women and members of underrepresented groups from other departments or administrative units is acceptable.
  - a. Ideally, a Search Committee should be as small as possible, yet large enough to include as many legitimate interests as possible. Keep in mind that the larger the group, the more difficult it becomes to arrange meetings when all can attend.
  - b. Personnel from the Office of Equal Opportunity and Compliance are available to meet with the committee or to serve as a resource at any point in the search process. The Search Committee will want to evaluate all steps of its search in terms of affirmative action, with particular attention to the danger of unintentionally introducing any kind of discriminatory practice into the process.
3. Search Committee members who are not employees to the University of Arkansas, must still be identified in PeopleAdmin 7. Those individuals will be granted access by the Officer of Equal Opportunity and Compliance. They will login to the PeopleAdmin 7 system, but utilizing the guest user access. Additional information will be provided at the time of approval.



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## Evaluative Criteria

1. If so desired, departments/search committees have the ability to build evaluative criteria into PeopleAdmin 7.
2. Evaluative Criteria should be based on the qualifications (minimum, preferred, and KSAs) identified in the posting.
  - a. **Note:** Individuals that will be required to evaluate the applicants must be listed as search committee members in order to utilize this tool
3. Departments/Search Committee also have the ability to use rubrics or other assessment documents they have created or utilize the [OEEO Applicant Evaluative Criteria Worksheets](#)
  - a. **Note:** The department/search committee should agree upon how the assessment will be completed. What tools will you utilize for assessment (department assessment sheets, rubric, OEEO evaluative criteria worksheet, etc.)
  - b. **Note:** Departments/Search Committees are able to upload their applicant assessment documents to PeopleAdmin 7 prior to submitting the pool for interview review in the **Posting Documents** tab.
  - c. Departments/Search Committees are required to have some method of fairly and equally assessing all applicants in the search process and maintain record of the assessment, minimally, for three (3) years.