



UNIVERSITY OF ARKANSAS

Chancellor

Equal Opportunity, Compliance & Title IX

This manual and additional information can be found at:
<https://oeoc.uark.edu/recruitment-information/recruitment-manual/>

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The University of Arkansas supports equal employment and affirmative action in hiring decisions, and the Chancellor affirms this commitment in seeking to achieve diversity among employees. To further the effective practice of equal opportunity and affirmative action in recruiting and hiring initiatives, the university has adopted specific recruitment and hiring procedures. As a federal contractor, the University of Arkansas is required to engage in affirmative outreach and other efforts to broaden the pool of qualified applicants to include groups previously excluded from consideration. Equal employment opportunity ensures individuals the right to be treated on a non-discriminatory basis. Affirmative action is a set of positive steps the employer uses to promote access and opportunity and to eliminate discrimination. Unlike equal opportunity, affirmative action is a proactive concept that implies aggressive, vigorous, and systematic activities to achieve equality and equity for all. This Recruitment Manual highlights how to effectively conduct faculty and staff searches.

The Equal Opportunity, Compliance and Title IX (OEOC) staff provide consultation services and resources to the hiring official/search committee about how to conduct effective searches. It is strongly recommended that before departments commence with initiating an active search that the hiring official/search committee receive specific information about the university search process, equal employment opportunity/affirmative action (EEO/AA) guidelines and best practices. If you have questions regarding the policies and/or practices outlined in this manual, please contact Equal Opportunity, Compliance and Title IX at (479) 575-4019 (voice), (479) 575-3646 (td) or oeoc@uark.edu.

Table of Contents

Introduction

- Hiring Process
- Laws and Goals

Step One: Pre-Advertising

- The Requisition and Posting
- Job Restrictions

Step Two: Posting/Advertising

- Case for Diversity
- Recruiting Resources
- Creating a Diverse Pool
- CIRCA and External Resources

Step Three: The Committee

- Forming the Search Committee
- The Charge of the Committee
- Responsibilities

Step Four: Recruitment Period

- Candidate Assessment
- Best Practices
- Arkansas Veterans Preference (AVP)

Step Five: Recruitment Analysis

- OEOC Involvement

Step Six: The Interview

- What to Ask?
- Important Interview Questions
- Reference Checks
- Social Media

Step Seven: The Offer

- Offer Basics
- Record Keeping

Additional Information

- Internal Promotions
- Transfers
- Demotions
- Variance Requests

Document Library

- Interview Documents
- Assessment Sheets
- Sample Questions

Workday Training

- Helpful Workday Training Options

Employment Policies

- University of Arkansas Fayetteville Policies
- University of Arkansas System Policies

The Hiring Process

- The University of Arkansas supports equal employment and affirmative action in hiring decisions, and the Chancellor affirms this commitment in seeking to achieve diversity among employees. To further the effective practice of equal opportunity and affirmative action in recruiting and hiring initiatives, the university has adopted specific recruitment and hiring procedures. As a federal contractor, the University of Arkansas is required to engage in affirmative outreach and other efforts to broaden the pool of qualified applicants to include groups previously excluded from consideration. Equal employment opportunity ensures individuals the right to be treated on a non-discriminatory basis. Affirmative action is a set of positive steps the employer uses to promote access and opportunity, and to eliminate discrimination. Unlike equal opportunity, affirmative action is a proactive concept that implies aggressive, vigorous, and systematic activities to achieve equality and equity for all. This Recruitment Manual highlights how to effectively conduct faculty and staff searches.
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The Law

- Executive Order 11246 requires the University of Arkansas, as a federal contractor, to engage in aggressive outreach with the purpose of including previously excluded groups in the pool of qualified applicants to fill vacant positions. Affirmative action refers to positive steps taken to promote equal employment opportunity and to eliminate discrimination. It is a proactive concept designed to address the underutilization of women, racial minorities, protected veterans and persons with disabilities in the workforce. Affirmative action is not a preference system, nor is it designed to exclude qualified applicants who are not members of underrepresented groups. Equal employment opportunity refers to a set of principles and employment practices designed to ensure that no one is excluded from consideration for job opportunities due to their race, color, religion, sex, national origin, or other protected category that cannot be the basis for employment decisions. Equal opportunity is a principle that guarantees individuals the right to non-discriminatory treatment, and it must be a factor in every phase of the search and hiring process. Hiring supervisors are charged with the immediate responsibility for recruiting, supporting, assisting, mentoring, and, thus, retaining employees with a diversity of backgrounds and experiences. The Office of Equal Opportunity and Compliance is available to assist and direct departments

and search committees in these activities. The university, as an academic institution, shares the responsibility of attracting and retaining capable and aspiring individuals, including those from traditionally underrepresented groups.

Goals

- *Recruitment*
 - To attract a diverse array of highly qualified applicants.
To provide all applicants an equal opportunity to apply and compete for vacancies. To take affirmative action to address any areas of underrepresentation of women, racial/ethnic minorities, individuals with disabilities and veterans.
- *Selection*
 - To systematically collect information about each job seeker's ability to meet the requirements of the advertised position.
To select a candidate that will be successful in performing the tasks and meeting the responsibilities of the position.

Step One: Pre-Advertising

Prep Work

Review the Recruitment Manual and Resources on the OEOC Website.

Reach out to the department/divisions Recruiting Coordinator or Employment Coordinator and inform of requisition needs.

Make sure that appropriate approvals are obtained for position

Develop the Requisition

- The Job Requisition aka. Position Announcement becomes the hiring official/search committee's touchstone for all succeeding acts of recruitment, interview, and selection. Performing a careful analysis of the advertised job is essential to beginning a search. The Job Requisition, which is prepared by the hiring official/department, initiates the recruitment process. The Job Requisition must be clearly defined using no discriminatory language. Advice may be sought from the predecessor in the job, supervisor, peers, subordinates, external partners, and others to ensure the requisition is comprehensive. The Job Requisition will include the Job Restrictions, which are the primary and secondary duties, as well as qualifications and experience applicants must possess. A well-constructed job requisition will yield the best results when searching for applicants.

The Requisition

- The Restrictions: Special consideration should be given when developing the Job Restrictions. The restrictions include the minimum and preferred qualifications.

The Job Requisition must not include skills and competencies not required to perform position duties, which may eliminate otherwise qualified applicants, nor written qualifications stated in such a way as to give the perception of pre-selection.

- **Criteria Evaluation:** Criteria that are not specified in the original requisition summary cannot be considered when evaluating applicants. The search committee must clearly understand and endorse the minimum and preferred qualifications expected of applicants as well as standards for evaluation of the applicants.
- **Duties:** Essential duties are the basic job duties that an employee must be able to perform, with or without reasonable accommodation. In order to comply with the nondiscrimination in employment requirements of the ADA (Title 1), it is necessary to identify the essential duties of all jobs and to identify the physical demands associated with performing the essential functions. Non-essential duties are important to the position; however, could be redesigned or reassigned to other employees, if necessary. A supervisor should carefully examine each restriction to determine which functions or tasks are essential to performance or non-essential.

The Posting

- **The Law:** In accordance with the university's equal employment opportunity and affirmative action obligations, all regular vacancies must be listed with Human Resources for announcement to university employees and the public through normal job posting procedures. As a general rule, staff positions must be advertised for a minimum of seven (7) days - maximum of ninety (90) days. As a general rule, professorial rank faculty positions must be advertised for a minimum of thirty (30) days. Instructors and Lecturers must be listed for a minimum of seven (7) days.
- When composing a Job Requisition, the hiring official/search committee should take into consideration the qualifications and criteria it will use to screen applications. The advertisement must be gender-neutral and demonstrate cultural sensitivity.
- When deciding on application materials, the hiring official/search committee may choose to limit the material requested of applicants in order to solicit the broadest group of qualified individuals. Making the application package burdensome could exclude qualified applicants from applying. Additional materials can be requested later in the search process, if needed.
- **The Basics:**
 - **Professional Rank Faculty must be advertised for a minimum of thirty (30) days.**
 - **Instructor and Lecture level Faculty must be advertised for a minimum of seven (7) days.**

- Non-Classified and Classified Staff must be posted for a minimum of seven (7) days.
- For Internal Staff postings, remember that departments are limited to six (6) postings per fiscal year.

Step Two: Posting/Advertising

Receive Approval

Receive approval to advertise the Requisition

Confirm Access to CIRCA

CIRCAWORKS.COM is the University of Arkansas' Diverse Recruiting Platform. If the Recruiting Coordinator does not have access, they may request it at oeoc@uark.edu

Create the Formal Requisition

Use your drafted Job Requisition, highlighting the Job Restrictions to create the formal Workday requisition.

The Recruitment Plan

Advertising only in the traditional publications will often result in a homogeneous pool of traditional applicants. To create a broad, rich, and diverse applicant pool, hiring official/search committee are required to minimally advertise in three 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). It should include, but not be limited to, the placement of advertisements in publications and/or on list serves, distribution to Historically Black Colleges and Universities, Hispanic Serving Institutions, and others with programs that serve underrepresented groups, use of placement services, and other efforts to increase the pool of qualified applicants.

The Case for Diversity

Diversity can be defined as taking full advantage of the rich backgrounds and abilities of all by recognizing and valuing differences, seeking inclusiveness and considering and honoring differing points of view. In order to enhance educational diversity, the University of Arkansas seeks to include and integrate individuals from varied backgrounds and with varied characteristics such as those defined by race, ethnicity, national origin, age, gender, socioeconomic background, religion, sexual orientation, disability, and intellectual perspective. Expanding outreach and recruitment efforts will assist the university in making good faith efforts to recruit, employ, and promote qualified minorities, women, individuals with disabilities and veterans. In accordance with the Proactive Recruiting Policy, departments and campus units will be required to use at

least three recruitment activities within their respective discipline or field that target diverse populations. The use of low- or no-cost activities such as email listservs, professional contacts and organizations is recommended. For the complete policy, visit: Academic Policy Series 1405.16G or Fayetteville Policies and Procedures 204.1. As an effort to recruit and retain employees, encourage individuals to watch the video: The University of Arkansas: A Great Place to Call Home for more information about the University of Arkansas and the Northwest Arkansas community. Another great resource that be used is the virtual campus tour.

Paid Campus Licenses

In an effort to assist departments with recruitment sources, Equal Opportunity, Compliance and Title IX and the Office of Human Resources have purchased or secured campus-wide licenses to the sources listed under Resources. Jobs posted to the university career site will automatically be placed on these sources, no action is required of departments and these sources do not count towards the proactive recruitment requirements.

A Diverse Pool?

A qualified and diverse employee base is important at the University of Arkansas. Treating all persons fairly and equally is critical for fulfilling our mission and in ensuring the university remains compliant with federal and state laws. A “diverse” pool of applicants means that the number of qualified persons that applied for a particular job approximates the number of applicants that are reasonably estimated as available in the area for which recruitment efforts are directed. The estimates are based on a variety, and often compilation, of sources including the U.S. Census, U.S. Department of Education, and others identified as relevant. If a position is underutilized, personnel in OEOC will work with the department to ensure their recruitment efforts reach the identified underutilized demographic. A position is thought of as “underutilized” if the number of current employees doesn’t reflect the availability estimate. The underutilized number is used to calculate the percentage of women or minorities that should be present in your applicant pool were it to be truly reflective of the availability of qualified applicants/candidates in your recruitment area. There is no one set of actions to take that will diversify an applicant pool. The process is often a combination of efforts focused on increased or broader advertising in appropriate publications or web sites, requesting referrals from community-based organizations, attending job fairs targeted to the community for which a recruitment goal has been established and other like activities. For assistance or ideas in this area please review some of the resources listed below. You can also contact Equal Opportunity, Compliance and Title IX. The OEOC can also provide you with a demographics report which will highlight the diversity of any applicant pool.

Using CIRCA

The University of Arkansas currently utilizes the [Circa Network](#) for diverse postings. Circa (formally LocalJobNetwork) is a SaaS-based workforce development company. Their story began in 1994 as LocalJobNetwork, a connected system of job recruiting sites serving all 50 states. Since then, their solutions have evolved in step with emerging business needs and a fast-changing workforce. Today they bring a spectrum of best-in-class products to solve diversity recruiting and compliance challenges for some of the country's most innovative companies. Any sources used outside of Circa should be listed on the Diverse Recruiting document, generated from Circa. This includes the names of journals, newspapers, professional organization publications, and electronic postings to be used. Advertising in appropriate publications and contacting relevant organizations will not only assist in enlarging the applicant pool but will also convey the commitment of the unit and institution to recruit women, minorities, individuals with disabilities, and veterans.

External Recruiting Sources

All advertising, including any form of announcement whether by e-mail, letter, the Web, list service, journal, etc., must minimally contain:

- Requisition title and unit/department name
- Requisition number
- Current URL to Workday with Requisition number
- UA's mandatory EO & AA statement:

"The University of Arkansas is an equal opportunity, affirmative action institution. The university welcomes applications without regard to age, race/color, gender (including pregnancy), national origin, disability, religion, marital or parental status, protected veteran status, military service, genetic information, sexual orientation or gender identity. Persons must have proof of legal authority to work in the United States on the first day of employment. All applicant information is subject to public disclosure under the Arkansas Freedom of Information Act."

Sample [External Postings](#) can be found on the OEOC website.

Step Three: The Committee

Identify Members

Identify and contact various potential Search Committee Members

Inform your Coordinator

Send your proposed members name and UARK email addresses to your Recruiting Coordinator or Employment Coordinator.

Check Training Status

Your Recruiting or Employment Coordinator should check the [training status](#) of each member in Workday. Only trained Search Committee members may have access to any applicant materials. Search Committee Members and their training status should be reported on the [Search Committee Membership form](#). This form will be uploaded in Step: Recruitment Analysis.

Search Committee Training

Search Committee Training is required of all members of a search committee. Those who are not current in their Search Committee Training cannot have access to any applicant materials. Search Committee Training is offered through the Office of Equal Opportunity and Compliance and is valid for three (3) years from date of completion. Once complete, trained members will have their status listed on their profile on Workday (under Committee Membership).

Search Committee Training is offered at various times throughout the year. The two-hour instructor-led trainings are advertised through the campus Human Resource Partners and Employment Coordinators.

There is also a self-paced online version of the training that can be completed in lieu of the instructor-led version. The online version can be completed through Workday learning. The course number is [UAFC8](#).

Search Committees can often include those in the community who are not employed by the University of Arkansas, Fayetteville. Employment Coordinators should provide the OEEOC with the name and email of these members, for enrollment in Search Committee Training, through outside means.

Forming the Search Committee

It is important for every member of the Search Committee to thoroughly understand the requirements of the position to be filled, the needs of the department or unit, university policies regarding equal employment opportunity, and the mission of the university in order to assure the prospect of a successful search. As previously stated, anyone involved in the hiring process must complete Search Committee Training, every three (3) years. It is entirely possible for the Search Committee to be the only personal contact many applicants and candidates will have with the university. Therefore, the Search Committee is provided with an excellent opportunity to enhance the reputation and image of the university. Always bear in mind that while a Search Committee is evaluating a candidate, the candidate is also evaluating the Search Committee, the department or unit it represents, and, ultimately, the university. The Search Committee should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the Search Committee members often include the following:

- knowledge of the substantive area
- demonstrated ability in promoting a deliberative process
- knowledge of the campus and its surrounding communities

- strong interpersonal and recruitment skills

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. 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. Personnel from the OEOC 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.

The Charge of the Committee

The charge to the Search Committee must be clear and precise. Ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points. The hiring official should state his/her expectation of the committee, such as whether the committee is responsible for identifying one top candidate, or a list of highly recommended candidates, and, if so, how many should be received. The committee is also required to comply with university policies and procedures, ensure that all applicants are fairly considered, avoid conflicts of interest, and maintain confidentiality throughout the process. Any committee member who may have a conflict of interest (personal and/or professional) with any applicant should make the chair aware of the situation immediately. The chair will then decide how to proceed. If the chair has a conflict, the chair should inform the hiring official. Fayetteville Policies and Procedures 404.0 can be found at <https://vcfa.uark.edu/fayetteville-policies-procedures/vprs/4040.php>. Members of search committees must commit to maintaining the confidentiality during and after the search process. In accepting committee membership, each member agrees to preserve and protect the confidentiality of all applicant information. This responsibility includes non-disclosure of the names and/or status of any applicant participating in the search process and/or the deliberations of the search committee to anyone. A breach of complete confidentiality may disqualify a member from service on the committee. The integrity of a search depends on the strict adherence to the principle of complete confidentiality. The chair of the search committee or hiring official should be the only public voice for the search committee; members must refrain from making any public comments about the search process.

Responsibilities of Members

- Understand the university's strategic plan, as well as applicable equal opportunity/affirmative action and diversity goals.
- Develop the recruitment plan to enlarge the applicant pool with women and minority applicants, particularly where underrepresentation exists.
- Evaluate applicants fairly based on the qualifications advertised in the position announcement.
- Be cognizant of unintentional bias that may overshadow the search committee's perceptions of candidates.
- Create an open and welcoming environment and establish positive rapport with candidates during the interview.
- Maintain confidentiality about the search and selection process and committee proceedings.
- It may be appropriate to arrange for candidates to meet with diverse university constituencies so that candidates can gain a more direct sense of the community in which they may work and live.
- Attend all scheduled committee meetings.
- Develop a list of core interview questions to ask candidates related to the essential duties of the position.
- Screen applicants and select candidates for interviews.
- Participate in the interview process. Check applicants' references (if so assigned).
- Perform other duties as assigned by the chairperson.

Responsibilities of the Chairperson

- Ensure that the Search Committee charge is understood and implemented.
- Serve as a liaison between the committee and the hiring department.
- Set a timetable for each search procedure.
- Facilitate all committee meetings and administrative support.
- Ensure that appropriate search records and meeting minutes are maintained.
- Perform all the regular duties of a search committee member.
- Perform other duties as requested by the hiring department.

Step Four: Recruitment Period

The Basics

Applicants apply online for requisitions through Workday only. Only application materials provided In Workday can be evaluated.

Screen Resumes/CVs

Evaluate credentials of ALL applicants based upon the restrictions listed in the requisition only.

Conduct Pre-interview screenings with top candidates.

Make Selections

Inform your recruiting coordinator or employment coordinator of your selections and provide any notes or feedback on candidates. More detailed notes will assist in applicant assessment.

Assess Applicants

Utilize the Candidate Assessment Document to analyze the candidates.

Candidate Assessment

The screening process begins with an analysis of the application materials submitted by applicants in response to the requisition. The search committee is responsible for selecting candidates for interview who meet all the minimum requirements and are most qualified to fill the vacancy based on the advertised required and desirable qualifications. Minimum requirements must be met for Interview.

To evaluate applicants consistently, the selection criteria, screening methods, and evaluation or rating form should be agreed upon by the committee members prior to the receipt of applications. All members should understand and endorse the qualifications expected of applicants, as well as the standards for evaluating applications.

Be continually aware of unconscious biases that may impact an applicant's evaluation. Examine biases about qualifications and how often "better qualified" is equated with a privileged background, a prestigious university degree, or traditional forms of scholarship. Non-traditional scholarship should be evaluated on academic merit.

Eliminate from the screening process any stereotypical ideas based on the applicant's age, race, gender (including pregnancy), national origin, disability, religion, marital or parental status, protected veteran status, military service, genetic information, sexual orientation or gender identity. Applicants with disabilities must be evaluated in terms of the essential functions of the position, with thought given to reasonable accommodations, if necessary, that might enable the applicant to perform the duties of the position. If there are questions about whether an accommodation is reasonable, please contact OEOC.

Best Practices

- Create a well-documented screening process in which each applicant's qualifications are compared with the qualifications specified in the position announcement.
- Use the evaluative criteria or an applicant screening worksheet to chart each applicant's qualifications and allow the search committee to compare each applicant's qualifications at a glance.
- Select a short list of applicants to recommend for interviews.

- Pre-interviews screenings may be used as a tool to determine or clarify whether applicants meet the required and desirable qualifications.
- Be knowledgeable about personal biases that might influence perceptions about applicants.
- Prior to reviewing resumes or curricula vitae, the department or search committees should determine the criteria they will use to screen applicants based on the advertised required and desired qualifications specified in the position announcement.
- Assess ways the applicants will bring rich experiences and diverse backgrounds and ideology to the university community.
- Screen applicants to be inclusive rather than for the sole purpose of narrowing the applicant pool. Refrain from assessing applicant qualifications based on a single standard.

Arkansas Veterans Preference (AVP)

- In compliance with Ark. Code Ann. §§ 21-3-302 and 303 of the State Veteran's Preference Law and OPM Policy No. 30.20, the university gives preference in appointment and employment for certain qualified veterans, their spouses, or the surviving spouse of a deceased qualified veteran.
- A Veteran is a person honorably discharged from a tour of active duty, other than active duty for training only with the armed forces of the United States; or any person who has served honorably in the National Guard or reserve forces of the United States for a period of at least six (6) years, whether the person has retired or been discharged or not.
- The veteran's status shall be considered on questions of hiring, promotion and retention of employees.
- A veteran who voluntarily submits official proof of his or her status as a veteran, disabled veteran, or a surviving spouse of a deceased veteran who remains unmarried at the time the preference is being sought shall be entitled to employment preference in a position over other applicants after meeting substantially equal qualifications. The person requesting the preference must be a citizen and resident of the state. They must provide adequate proof of Arkansas Veterans Preference Status.
- Hiring supervisors are NOT required to give additional consideration the application of an unqualified candidate or to interview an unqualified candidate, regardless of whether the unqualified candidate is a veteran, the spouse of a veteran, or the unmarried surviving spouse of a deceased veteran.
- If the qualified veteran meets the minimum qualifications for an advertised position, the department is required to give preference to this applicant. Departments that use a numerical value to screen applicants, must add an additional 5 or 10 points to the qualified veteran.

- If the department did not use a numerical scoring, they must demonstrate how veteran's preference was applied in developing the selection of qualified candidates to be interviewed and selecting the successful candidate for hire.
- Arkansas Veterans Preference consideration, must also be given when selecting the successful candidate for hire. Departments will be required to submit a summary of interviews that includes specific information on how Arkansas Veterans Preference was given to the candidate identified.

Step Five: Recruitment Analysis

Upload Candidate Assessment Rubric

- Only after the required posting window has ended, post the [Candidate Assessment Document](#) to the requisition. Make sure that the applicant assessment document contains clear and logical reasons for/against Interviewing a candidate. You may select the numeric or narrative document.
- The "rule of thumb" on candidate assessment documents is that any person on the street could pick up the document and clearly understand why a committee chose to either Interview or not Interview a candidate.
- All candidates must be listed on the assessment document including those who withdraw.
- The disposition reasons on the assessment document must match what is entered in Workday.
- [Arkansas Veterans Preference](#) must be noted and accounted for in assessment.

Upload Search Committee Membership Form

Search Committee Members should be noted on the [Search Committee Membership Form](#).

Search Committees of one should still utilize the form and note the sole Search Committee Member.

Upload Proactive Recruiting Document

- The complete report from [CIRCA](#) must be attached to the requisition.
- Make sure that any external sources that were utilized are attached to the report.

Status Update

Once all three required documents are successfully uploaded, move your candidates to the appropriate step in Workday. All candidates that should be interviewed must be moved to "Recruitment Analysis Review". Second Tier candidates may be marked as such. Candidates that should be dispositioned should be done-so in Workday, with the appropriate reason selected.

THE SEARCH PROCESS MUST HAULT UNTIL NOTICE OF THE COMPLETION OF THE RECRUITMENT ANALYSIS REVIEW IS PROVIDED BY THE OEOC.

Step Six: The Interview

First Impressions

- The interview is one of the most important parts of the evaluation process. It is often the first opportunity for the candidate and the committee to interact. The interview allows the department or search committee to evaluate the candidate, while the candidate is assessing the committee, unit/department, and the University.
- Interviews should be designed with the comfort and needs of the candidate in mind. A designated host should be chosen to escort the candidate to each meeting. The committee should create an atmosphere of openness during the interview. All committee members should greet the candidate when he/she arrives at the interview site, and each candidate should be treated with respect and courtesy.
- Candidates, whether hired or not, are likely to talk with hundreds of colleagues over the course of their careers. Even if the search committee is not interested in a candidate, it is important that all contacts remain professional. Ideally, every candidate will leave the interview with a positive view of the university even if not selected, having had a good experience. All candidates should be treated equally during their interview and on-campus visit.

The Process

- After deciding which candidates to interview, provide each one with information about who will participate in the interviews, an itinerary, length of interview, and any other pertinent information. The more the candidate knows what to expect, the better he/she can prepare.
- Prior to the interview, committee members should review the position description, candidate's dossier, transcripts (if available), and evaluation form.
- All members should be familiar with the candidate's formal qualifications, accomplishments, letters of recommendation, and reports of telephone conversations with references (if they have occurred).

What to Ask?

- The committee should agree on issues to discuss during the interview, and, when appropriate, assign specific questions to particular members. Because questions to be asked of a candidate are important, the committee should develop a set of core questions based on job-related criteria by which candidates will be evaluated. These same questions should be asked of each candidate. Follow-up

questions in response to pre-determined questions will vary. Pre-determined questions will provide comparative data and important information.

- All committee members should be aware of inappropriate lines of inquiry. The committee should examine questions to make sure none will have the effect of screening out or discouraging women, racial minorities, protected veterans, and/or individuals with disabilities.
- A well-planned interview has the added benefit of minimizing unconscious biases. It may be useful for the search committee to print questions on a form and provide space to record notes from the candidate's responses and the interviewer's reactions. Written remarks aid in the evaluation of the candidates supporting the committee's recommendation to the hiring official. Blanket statements such as "the finalist was the most qualified" are insufficient. Specific experience, expertise, or characteristics of the finalists should be provided.
- Once committee members have completed their necessary questions, the chair should give the candidate an opportunity to ask questions. The quality of the candidate's questions may be revealing as to his/her thoughts about the position. The candidate should be told when he/she will next hear from the committee.
- As part of the interview process, candidates often meet with members of the unit/department, the department head, appropriate administrators, deans, and vice presidents. If a faculty appointment is involved, the department head should discuss with the candidate criteria and procedures for promotion, salary considerations, benefits, and tenure policies.
- Women, racial minorities, protected veterans, and/or individuals with disabilities may find it reassuring to have an opportunity to visit with others in their demographic. There is no need to limit candidates' interviews or meetings to individuals in their field. A block of time may be set aside during which candidates have an opportunity to meet with other faculty, staff, and students.
- In these situations, it is important to avoid asking illegal questions or making inappropriate comments, directly or indirectly, such as those related to race, the derivation of one's name, ethnic origin, religion, marital or parental status, disability, sexual orientation, age, political affiliations, or other protected categories or personal matters not related to performance of job duties.
- Committees usually request that a faculty candidate teach a class or seminar or make a presentation to a group of faculty and/or students, providing an opportunity for students and faculty to judge the candidate's ability. Each candidate should be offered a similar opportunity for evaluation and should be told who will attend their job talk. If the candidate is asked to teach a class, the students' current knowledge of the course materials should be included in information provided to the candidate. Timely faculty attendance at the candidate's presentation and interview is expected. Every interviewee should be treated with respect and interest. Committee members, along with others in the department, should attend all events scheduled for each interview.

Reference Checks

- Reference checks are important in making a final decision but can be troublesome if not done correctly. A consistent and equitable process should be used for all reference checks. The committee may request professional and/or personal references. The advertisement must state whether letters of reference or contact information for references are preferred. Only contact provided references.
- Letters of reference should be sent directly to the chair. Personal reference letters from individuals should not carry equal weight as letters from professional peers. It is important that recommendations be read carefully, as some may appear to be glowing recommendations, but contain hidden concerns.
- If a reference is contacted by written correspondence, include a copy of the position description and the “Equal Employment Opportunity and Affirmative Action Statement” (This Statement can be found in the Appendix) along with questions from the committee. The correspondence should also include a strong statement emphasizing confidentiality.
- The hiring official/search committee may prefer telephone interviews with the references as they can be a valuable way to gather information. Specific job-related questions should be developed for the telephone interviews and asked of all references for each candidate. If it is impermissible to ask a question of the candidate, the same is true for references. Notes should be taken during the phone conversation and be included in the candidate’s search file.
- If the committee decides to contact other individuals about a candidate’s qualifications, the candidate should be informed prior to contacting the individuals. Occasionally, search committee members will receive unsolicited calls about a candidate. When this occurs, request the caller restrict his/her remarks to job-related issues. The committee is to keep records of all individuals who have provided information about a candidate.

What about social media?

- The University of Arkansas (“University”) has established the following guidelines are used to clarify how best to enhance and protect the University when participating in social media while conducting a search or hiring to fill a position.
- As a general matter, the same policies and expectations that apply to a person’s interactions or traditional communications also apply to her or his interactions with the online community. The guidelines are subject to all other applicable policies of the University of Arkansas. The guidelines apply to all employees, units, and affiliates of the University who are involved in conducting a search or hiring to fill a position.
- “Social Media” includes websites and applications that enable users to create and share content or to participate in social networking. Examples include, but are not limited to: Facebook, Twitter, LinkedIn, YouTube, Instagram, Flickr, SnapChat, Yik Yak, iTunes U, and Google+.
- Hiring managers or search committee members shall not view the social media profiles of actual or potential employment applicants for the purpose of becoming

aware of protected information including, but not limited to, applicants' age, race, gender, disability, sexual orientation, political affiliation, genetic information, and religion.

- Never ask for an applicant's social media usernames or passwords. Hiring managers or search committee members shall not view any applicant's social media materials that are not available to the general public. Applicants shall not be asked to change their privacy settings during the hiring process or to "add" University faculty/staff to their social media contacts as part of the hiring process.
- Social media may be used to fact-check any statement made by an applicant.
- During the hiring process, hiring managers or search committee members may review publicly available social media pages of candidates in order to discern information for the purpose of further vetting applicants. Generally, hiring managers or search committees may consider information that is materially inconsistent with responsible professional conduct or that might be materially harmful to the educational mission or reputation of the University. Examples of what hiring managers or search committees may consider include, but are not limited to, the following:
 - Whether social media illustrates that the candidate has lied on his or her job application or resume
 - Whether the candidate is, or was previously, clearly engaged in illegal activity
 - Whether the candidate has a history of violent behavior
 - Whether the candidate engages in the use of illegal drugs
 - Whether the candidate exhibits a specific bias against a protected class of people (e.g. Facebook page of candidate contains posts by candidate that exhibit clear bias against a certain ethnic or religious group)
 - Whether the candidate exhibits behavior that is inconsistent with the responsibilities of the position (e.g., Facebook page of candidate for faculty position that shows recent pictures of candidate doing keg stands at a student party or smoking marijuana with students would demonstrate a lack of discretion in interactions with college students)
 - The age of any material posted online (e.g., material posted many years ago, prior to a successful professional record, may be less relevant to the consideration of the candidate)
 - As a best practice, hiring managers or search committees are encouraged to use a consistent approach with regard to use of social media information in the course of the search process and to maintain screenshots or a similar written record of material which factors significantly into a decision whether to interview or hire an individual.

Background Checks

- Effective July 1st, 2010, the University-wide Administrative Memorandum 470.1, Policy on Background Checks and Use of Criminal Record, Financial, and

Substance Abuse-Testing Information in Employment Decisions will be implemented. In response to the memorandum, Fayetteville Policy and Procedure 402.1, Background Check and Substance Abuse have been developed.

- Review the University-wide Administrative Memorandum 470.1 and the Fayetteville Policy and Procedure 402.1, Background Check and Substance Abuse policies to determine if a position requires any check or test.
- The background check process should be Initiated in Workday.

Step Seven: The Offer

- Receive Approval to extend an offer.
- Create the offer In Workday.
- Make an offer for hire.
- Confirm the offer and/or acceptance in writing through Workday.
- Offer must be signed by candidate within Workday.
- Disposition unsuccessful candidates in Workday, and inform candidates, respectfully.
- Alert recruiting coordinator or employment coordinator that the search has closed.

Record Keeping

Effective July 1st, 2010, the University-wide Administrative Memorandum 470.1, Policy on Background Checks and Use of Criminal Record, Financial, and Substance Abuse-Testing Information in Recordkeeping is the most important part of the search. As a federal contractor, the university is subject to the federal rules and regulations enforced by the Office of Federal Contract Compliance Programs (OFCCP). All search documents MUST be retained for a minimum of five years from the date the person selected begins employment. Documents which must be retained are:

- Name of the hiring official
- Search Committee Membership Document
- Minutes of committee meetings
- Proactive Recruiting Document
- References (If not identified in Workday)
- Screening criteria (If not identified in Workday)
- Correspondence to applicants
- Interview questions, notes, summary evaluations, and rating sheets (If not identified in Workday)
- Information regarding reasonable accommodation, if provided
- Candidate Assessment Document(s)

The electronic position description, advertisement, applications and resumes of all applicants, and offer letters are stored on the central server; therefore, departments need not keep paper copies of those documents, unless their unit or college requests

they do so. Any materials sent by applicants directly to the department or to external sites (e.g. writing samples, portfolios) should be maintained by the department in the search file. Decisions will be implemented. In response to the memorandum, Fayetteville Policy and Procedure 402.1, Background Check and Substance Abuse have been developed.

Review the University-wide Administrative Memorandum 470.1 (begins on page 9) and the Fayetteville Policy and Procedure 402.1, Background Check and Substance Abuse policies to determine if a position requires any check or test.

It is strongly encouraged to upload criteria, notes, forms, evaluation materials, search committee member lists, reference checks etc. Into Workday, as attachments. If not uploaded, a copy must be kept for five (5) years, for potential review.

Additional Information

Internal Promotion, Transfer or Demotion Request(s)

- As an institution committed to taking affirmative action to ensure equal opportunity to all applicants, in general, the University is committed to posting and advertising all vacant faculty and staff positions as set forth in this plan. Current employees may be promoted, transferred or demoted to a position within the same department without a search as specified below under the following conditions:
 - the employee must meet the minimum qualifications for the position
 - the department head or appropriate official must provide the appropriate justification regarding the selection of the employee in question.
 - the department head must certify that the best interest of the department will be served by the change for the employee in question
 - the appropriate Vice Chancellor (and, in academic units, the Dean, and ultimately, the Provost), in consultation with the OEOC, must certify that the best interest of the academic unit or division and the University will be served by the change in question.
 - If a request includes all three of the following: increased/change duties, increased/change salary and a change in title (occupation and/or working), a request must be completed. Requests must be submitted for formal approval via Workday. The final approval will be accomplished by the appropriate Vice Chancellor.

Variance Requests

As an institution committed to taking affirmative action to ensure equal opportunity to all applicants, in general, the University is committed to posting and advertising all vacant faculty and staff positions as set forth in this plan. However, there are exceptional circumstances under which a waiver of posting for a permanent position may be permitted. Criteria for waiver approval may include:

- Appointment of executive and senior management level positions (i.e. Chancellor, Vice Chancellors, etc.)
- The department has secured a candidate with special distinction (i.e., rare expertise in a specialized field, internationally renowned). Emergency related: The mission of the administrative unit or department will be in jeopardy if the position is not filled immediately.

Internal Promotion, Transfer or Demotion Request

As an institution committed to taking affirmative action to ensure equal opportunity to all applicants, in general, the University is committed to posting and advertising all vacant faculty and staff positions as set forth in this plan. Current employees may be promoted, transferred or demoted to a position **within the same department** without a search as specified below under the following conditions:

1. the employee must meet the minimum qualifications for the position.
2. the department head or appropriate official must provide the appropriate justification regarding the selection of the employee in question.
3. the department head must certify that the best interest of the department will be served by the change for the employee in question.
4. the appropriate Vice Chancellor (and, in academic units, the Dean, and ultimately, the Provost), in consultation with the Office of Equal Opportunity and Compliance, must certify that the best interest of the academic unit or division and the University will be served by the change in question.

If a request includes **all three** of the following: increased/change duties, increased/change salary and a change in title (occupation and/or working), a request must be completed.

Requests must be submitted for formal approval via Workday.

The final approval will be accomplished by the appropriate Vice Chancellor.

Posting Waiver Requests

Criteria for waiver approval may include:

- Appointment of executive and senior management level positions (i.e. Chancellor, Vice Chancellors, etc.)
- The department has secured a candidate with special distinction (i.e., rare expertise in a specialized field, internationally renowned).
- Emergency related: The mission of the administrative unit or department will be in jeopardy if the position is not filled immediately.
- The terms of the grant or contract require the appointment of the defined individual.

- As part of the recruitment in another unit on campus, the candidate is a qualified dual-career spouse or partner.

Requests must be submitted via the appropriate channels for formal approval via Workday.

A [Confidential Job Requisition Request Form](#) must be attached to the request in Workday.

The final approval will be accomplished by the appropriate Vice Chancellor.

Out of Budget Cycle Base Salary Increases Policy

- All out-of-cycle salary increases less than 10% must be approved in advance by the appropriate Vice Chancellor. Approval may be through email, or a memo signed by the appropriate parties.
- All out-of-cycle salary increases of 10% or more must be approved in advance by the Chancellor. Approval may be through email, or a memo signed by the appropriate parties.
- Internal promotions of employees in non-classified and classified positions must follow the policies established by the Office of Equal Opportunity and Compliance.

For the full policy: [Out of Budget Cycle Base Salary Increases](#)

Document Library

Posting/Advertising

[Example External Position Announcement](#)

[Affirmative Action/Diversity Statements](#)

Candidate Assessment Documents

Applicant Numerical Evaluative Criteria Worksheets:

[Classified and Non-Classified \(XLS\)](#)

[Faculty \(XLS\)](#)

Applicant Narrative Evaluative Criteria Worksheets:

[Classified and Non-Classified \(XLS\)](#)

[Faculty \(XLS\)](#)

Interviewing

[Lawful Inquiries During Interviews \(DOC\)](#)

[Interview Questions \(Sample\) \(DOC\)](#)

[Faculty Interview Evaluation Form \(Sample No. 1\) \(DOC\)](#)

[Faculty Interview Evaluation Form \(Sample No. 2\) \(DOC\)](#)

[Staff Interview Evaluation Form \(DOC\)](#)

[Legal and Illegal Inquiries during Interview Process \(DOC\)](#)

[Diversity Questions for Interview Process \(DOC\)](#)

Hiring

Offer Letter Templates

Sample Letter of Appointment for Tenured and Tenure-Track Faculty and Administrative/Faculty Positions -[See 1405.16B of the Academic Policy Series \(DOC\)](#)

Sample Letter of Appointment for Non-Tenure Track Positions -[See 1405.16C of the Academic Policy Series \(DOC\)](#)

[Sample Letter for Staff/Non-Faculty Positions \(DOC\)](#)

Instruction

[Online Hiring Request Form Guidelines](#)

Workday Training

The following courses are available in Workday. Within the "Learning Tab", select "[Discover](#)":

- Hiring from Recruiting and Onboarding
- Create Positions Create a Job Posting
- Direct Hires & Onboarding
- Creating/Updating a Position
- Create Job Requisition: Central Initiators
- Create a Job Requisition: Departmental Initiators
- Create Evergreen Requisition

Workday Trainings are in supplement and not in replacement of Search Committee Training.

University of Arkansas Policy Information

[UA System Policies; 405.1](#)

Appointments, Promotion, Tenure, Non-Reappointment, and Dismissal of Faculty Policy

UA System Policies; 401.1

Nepotism Policy

Fayetteville Policies and Procedures; 204.1

Diverse Recruiting

Fayetteville Policies and Procedures; 417.0

Staff Participation in Diversity

UA Staff Handbook; 3.5

Affirmative Action and Equal Employment Opportunity; Non-Discrimination Policy

UA Staff Handbook; 4.2

Recruitment and Selection

UA Staff Handbook; 10.9

Re-employment

UA Staff Handbook; 3.15 Employment of Relatives (Nepotism)

UA Faculty Handbook 5.1 Federal Laws and Executive Orders

This manual and additional information can be found at:
<https://oeoc.uark.edu/recruitment-information/recruitment-manual/>

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