University of Mary Washington Staff Search Procedure Handbook

Responsibility and Accountability for Staff (Classified/Wage /and Other Non-Faculty) Searches

Hiring managers at the University of Mary Washington are committed to and responsible for the recruitment, retention, and development of an excellent, diverse, and productive staff.   These procedures are intended to provide a recruitment process that supports careful planning, describes our practices, and enhances our on-going efforts to conduct full and fair searches. Primary responsibility and accountability for compliance with University policies and procedures rests with the Hiring Managers, AVP/Cabinet Member, and other senior officials of the University, including the Office of Human Resources/AAEEO. Hiring Managers are expected to play an active role in searches for positions that report to their departments or programs to be sure that:

- Search committees utilize available resources most likely to result in a pool of highly qualified diverse candidates;
- Search committees make recommendations to hire excellent candidates well suited to Mary Washington's mission
- Each candidate is given full and fair consideration;
- Selection processes do not inadvertently eliminate candidates because of inappropriate criteria throughout the search.

When recruiting and selecting individuals for these positions, the advice and experience of the Hiring Managers and staff at the Department and program level can be valuable to the committee. Soliciting input from all levels of staff in developing the position description and designing recruitment strategies is helpful.

While hiring outcomes depend on the involvement of many people, Hiring Managers, department heads and Cabinet Members are in the best position to determine if good faith efforts have been made in all functional areas of the University.

As we seek to hire the best talent to work for the University of Mary Washington, we use a variety of recruitment, advertising and networking strategies. UMW is committed to developing and sustaining relations with a full array of resources to attract underrepresented groups including disabled employees, women, minorities and veterans. Administrative units are strongly encouraged to reach out with telephone calls or e-mails to their professional colleagues, organizations and other institutions, to encourage applicants to apply for our positions and to convey the University's genuine interest in building a high quality and diverse staff.

The University also encourages Hiring Managers and others involved in searches to consider recruitment and networking while attending conferences, to maintain listings of resources, and to explore other variations on the standard recruitment processes. Advance consultation with the Office of Human

Resources/Affirmative Action Equal Opportunity Office (OHR/AAEEO) on alternative/non-traditional search plans will expedite review and approval processes.

The University uses an on-line applicant tracking system in order to collect comprehensive information about all position searches in accordance with federal requirements and to allow departments to maintain and complete the search process more efficiently. This data entry and collection system has the benefit of allowing the OHR/AAEEO and hiring officials to gauge search response in "real time" for their openings.

Role of the Office of Human Resources/AAEEO

The Office of Human Resources/AAEEO provides primary oversight in the search process for staff positions. As a state agency and federal contractor, UMW must meet the requirements set by the Commonwealth of Virginia and the Office of Federal Contract Compliance Programs for recruitment and employment practices that address the under-representation of women, minorities, protected veterans and persons with disabilities in our workforce. The OHR/AAEEO is responsible for monitoring compliance with state, federal and university policies and procedures related to all position searches. The Recruitment staff in the OHR/AAEEO will provide guidance to the committee at the onset of the search, share search tools and strategies more likely to yield a more diverse candidate pool, and assist in the progression of searches.

Market demand requires exceptional responsiveness if we are to be successful with offers to talented individuals in certain fields. If special circumstances are identified in advance, or arise during the search, it is critical that the Hiring Manager and the recruitment staff work together to ensure that the search is accomplished in a timely and compliant manner.

Legal, Ethical and Regulatory Issues

> **Diversity:** Diversity is a broad mix of people who reflect the general demographic characteristics of an organization's community, customer base, industry and interests. A progressive diversity posture recognizes that the best organizations are ones that use the inherent richness of people from many different backgrounds because their unique skills, values and perspectives give the organization a competitive advantage in the marketplace to respond to the broad range of organizational challenges and opportunities. Diversity is not a legal requirement; it is business imperative for success. [1]

> **Equal Opportunity:** Equal Opportunity laws prohibit discrimination against candidates and employees who are members of protected classes. This is the legal framework provided by a series of state, federal and sometimes local laws and regulations that attempt to create a level

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[1] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*,. Sterling, VA; Stylus, p. 153.

playing field for all applicants and employees where candidates have a fair chance of succeeding regardless of their background. [2]

Affirmative Action: Affirmative Action is the legal mandate to pursue an aggressive recruiting strategy that attempts to provide equal opportunity for certain groups of applicants who have traditionally not had opportunities. The groups that are targeted are those that have been identified as being underrepresented in the employing organization. Executive Order 11246 requires institutions to put forth "good faith effort' in the recruitment and selection process.[3]

Inclusion: Inclusion implies that all members –majority and minority- feel that their work and accomplishments are valued and appreciated just as much as any other member of the community. Mere presence and participation are not sufficient for inclusion; being a valued part of the whole is the essential criterion. [4]

Immigration: Non- citizen candidates' eligibility to work in the United States depends on their visa status and the position they are being considered for within the University. There are many different visa scenarios. Immigrant eligibility issues should be promptly brought to the attention of the HR office. These will be addressed and coordinated with the Provost's Office and the Center for International Education to ensure timely processing.

Confidentiality: Confidentiality is a fundamental requirement of any professional search. Search committee members should not reveal the candidates in their pools before, during or after a search without a candidate's permission. Candidates expect that their pursuit of a position will be confidential until they are a finalist. This also extends to the reference checking process. Permission should be sought to conduct any check on a candidate for employment. Individuals should also be given the courtesy of knowing that you are checking so they can notify references to expect a call.[5]

Related Virginia Department of Human Resource Management Policies:

- Equal Employment Opportunity, Policy #2.05
- Hiring, Policy #2.10
- Compensation, Policy #3.05

Search Process

Applicability of these Procedures

A search in accordance with these procedures is required for all competitive searches for classified staff positions. Wage positions may be filled competitively or via a non-competitive process.

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[2] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*,. Sterling, VA; Stylus, p. 153.
[3] Lee, *Search Committees,* p. 153.
[4] Lee, *Search Committees,* p.154.
[5] Lee, *Search Committees,* p.155.

Approval to Conduct Searches: All searches, including salary hiring ranges must be approved in advance by OHR, the Cabinet Member, Budget and the AVP for Finance through Careers. This applies to searches for new positions as well as searches for existing positions that become vacant.

For current, existing positions, the Hiring official, search committee chair, or designee will create the posting request in Careers to initiate the approval process once the position modification and classification review has been approved.

New positions must be created via the position description process in Careers before a posting request can be initiated. Final approval notice will be sent to the Hiring Manager via Careers email and will also appear on their watch list in Careers.

Search committee members should determine if they wish to make use of the **supplemental screening questions feature** in Careers when entering the posting request. This feature may be used to eliminate candidates on the state criteria or to expedite assist in the screening process. The Recruitment Manager will consult with the committee or department to determine appropriate supplemental questions and review ones submitted for consideration.

Once all approvals have been indicated in Careers, the Recruitment Manager will post the position for applicants to view online. The Recruitment Office will also send out targeted recruitment announcements to contacts maintained by OHR/AAEEO and place general newspaper ads. If requested, the Recruitment Manager will also place ads in one or more of the following online sources, using the department's FOAP for billing: Higher Ed.com, Diverse, Chronicle of Higher Education, and Hispanic Outlook. Any job postings for discipline/department specific sites will be handled by the Hiring Manager or Department directly.

Pre-Search Planning: Effective planning brings about two results: a high quality hire and a defensible hiring decision. The quality of the hire is dependent upon the quality of the pool generated from the committee and other institutional activities[6]. A defensible decision is evidenced by proper final documentation. At the end of the process you will be required to submit search documentation, including the following to the OH/AAEO office for the search file: outreach activities, correspondence with applicants, interview questions, screening matrices, completed reference checks, work samples and other documentation used to make a hiring decision.

Timeframes to fill, from posting to hire, will vary depending on the position, needs of the department, committee schedule, and advertising period. Our goal is to have positions filled within two months whenever possible. Tips for expediting the search process are provided on the Hiring section of the Human Resources' website under "Best Practices".

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[6] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*,. Sterling, VA; Stylus, p. 39.

Establish the Search Committee

The Hiring Manager will determine who will serve on the search committee and submit the names via Careers when they enter the posting request to the HR office for review. If a committee is not identified by the time the posting is initiated, the Hiring Manager will be required email the names of the members to jobs@umw.edu by the job close date for approval. Normally, members of the committee (if classified employees) should be at the same or higher role than the position being filled. Some exceptions may be considered for human resource professionals or individuals with a particular expertise required for the position, with OHR review and approval.

Committees do not have to be confined to one department. The committee should try to encompass any other core areas the position will deal with primarily.   Occasionally, an individual from outside the University may be asked to serve on the search committee as well due to their level of expertise in a field.

All committee members are expected to fully participate in the search. The committee is expected to be effective in supporting the University's commitment to excellence and diversity.

Search committees should represent a diverse population. "*A diverse search committee makes a true multidimensional and multicultural analysis of candidate applications possible. Excellence cannot be achieved without different points of view, resident multiple intelligences and different experiences and expertise. These elements also help to mitigate any natural bias found in individual decisions*."[7]

Initial Committee Meeting: The Hiring Manager will work with the search committee to set forth its responsibilities throughout the search. This focuses on achieving institutional commitment to excellence and diversity, and review expectations for the search

Committee Decisions

- determine if screening will be done by all or one of the members,

- develop a timetable,

- determine, search steps and

- make decisions about who invites interviewees, handling of references, questions to be asked, and how to address any specific issues pertaining to the position, the hiring department, the University, and other related topics.

Any questions about the budget/costs of the search should be resolved by the Hiring Manager in consultation with the department head or budget as needed. Members of the committee should understand in advance the scope of authority of the committee and the search committee chair, how to handle any difficult questions and/or potentially problematic issues. The committee should also agree

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[7] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches,* Sterling, VA; Stylus , p. 11.

on what they believe are the priorities in the selection of their candidates based on the criteria of the position and University need.

TIP*: The biggest stumbling block in the search committee process occurs when committee members use different criteria to assess candidates. Different ideas about what defines a good candidate are fodder for disagreement and will ultimately undermine success. If evaluators don't agree on what criteria to use [and what the department needs], they will not agree on what a good candidate looks like and the process will weaken in its final stages. [8]Equally important is deciding in advance what materials or information will be solicited from the candidates to determine their qualifications.*

A successful search not only brings a new hire to the University but should have provided as positive a campus experience as possible for all candidates. How a search is conducted is as important as its immediate result; the search process contributes to our reputation as an academic institution and as an employer.

Completing the Posting Request

Tip: *True recruiting identifies candidates who otherwise would not have heard about the position vacancy. It involves outreach, networking, and solicitation. It requires building professional relationships and contacts, then at some future time informing them of the advantages of working at an institution and notifying them of position openings when they occur. [9]*

The Hiring Manager will enter the initial request for posting in Careers. This will include:

- the advertisement they wish for applicants to see on the University's site
- the salary range for the position as they wish to have it advertised
- a close date, or first review date for Open Until Filled postings
- screening questions, with or without disqualifying criteria
- search committee members (if known at the time)
- additional advertising sources they wish to use

Applicant Management:

Applicant List: As applicants apply for the vacancy, the online system will provide them a confirmation number to verify receipt of their application materials. The system also provides applicants with an opportunity to complete voluntary self-identification information. A list of applicants may be generated in Careers for the search committee chair, search committee members, and/or Hiring Manager for searches they are currently involved in.

Applicant Materials: Application materials received in Careers are the official record for the search. Only applicants who apply in online in Careers may be considered for an opening. **If applicants submit an**

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[8] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*. Sterling, VA; Stylus, p.63
[9] Lee, *Search Committees ,* p.43

application by mail or directly to the department, they must be contacted by the Search Committee Chair/Hiring Manager and asked to apply in Careers. If supplemental documents are required as part of a search (cover letter, resume, etc.), applicants should submit these online if at all possible. Otherwise, a folder should be established for each applicant. Search chairs/Hiring Managers must keep a record of applicant contacts or other official search business. Applicants may be contacted with additional application instructions for them to follow, including notice that an application is not complete. All applicants must be treated similarly in this regard.

<u>Conduct Initial Application Screening</u>

Committee members will have access to candidate applications through Careers as indicated by the Hiring Manager. Committee members will visit Careers, and select the user type of "Search Committee Member" to view applicants for the postings in which they are involved.

Every search must include a written screening instrument used to evaluate all applications. The Hiring Manager will determine if the Search Committee Members are to complete their own screenings as well. If multiple screenings are completed, all committee members are to use the same criteria to evaluate each candidate.

Initial screening of candidates should be totally objective.[10] First, evaluate applicants against a common standard (the advertised criteria) to determine whether they are qualified; then evaluate them again to determine how competitive they are among the other applicants[11]. For example, if the position requires Microsoft experience, experience with certain machinery or an approved certification, all those who do not meet this minimum requirement would be eliminated.

The Hiring Manager will update Careers after the first screening to indicate which candidates are not being advanced further in the search process based on the advertised criteria and the submitted application materials. This will prompt recruitment manager to review the screening and follow-up with any questions regarding applicants or the matrix. The Hiring Manager will be notified via Careers-generated email when the screening review has been completed and that interviews may be scheduled. A screening matrix must be submitted for review before the interviews are scheduled by the Department.

Alternatively, the committee may review the entire applicant pool as part of the in-depth screening process described below.

<u>Conduct In-Depth Screening</u>

Using multiple screening methods is mostly likely to ensure a sound hiring decision. Committees should use different techniques at different stages of the process with an increasingly smaller group at each

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[10] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*, Sterling, VA; Stylus, p. 64.
[11] Lee, *Search Committees*, p.61.

stage (the written material of all applicants is screened; however , only a small number of candidates may be offered a telephone or Skype interview and a smaller number will be asked to present a work sample and /or invited to campus.) Here again a screening instrument to assess qualifications against pre- established required and preferred qualifications ensure a sound decision and fairness. [12]All candidates in each stage of the process must be treated similarly; for example, all must receive phone interviews if phone interviews are utilized. Applicants are then selected for further consideration e.g. short list.

Reference Checks As Part Of Ranking: (NOT RECOMMENDED) See section below on reference checks for more information.

NOTE: The review of reference letters submitted as part of the candidate application will NOT satisfy the requirement to conduct a supervisory reference check on the selected candidate.

Interviewing:

Review Interview Questions. The search committee and/or Hiring Manager will develop a core set of job related interview questions that will be asked of all candidates at each stage of the interviewing phase. These will be submitted to recruitment manager for review and approval prior to any interviews being conducted.

Additional questions may come up in the context of specific interviews, teaching demonstrations, etc., but it is important to be sure that all candidates are asked the same set of questions. Questions should seek information that is related to the applicant's knowledge, skills and ability to perform the job. Questions that are not job related or that violate EEO standards are not permissible. Please review guidance on appropriate and inappropriate interview questions. OHR and AAEEO is available to provide advice and review for non-discriminatory language.

Off-Site-Initial Interviews: Normally, the committee chair or hiring official will invite candidates to interview. Telephone or Skype interviews may be used to narrow the pool when there are many candidates who meet the minimum qualifications. Questions should be prepared in advance and used consistently in all interviews. This may also be a good time to answer any outstanding questions from application materials.[13]

In-Person Interviews: Off-site and Skype interviews are optional depending on the applicant pool and circumstances regarding distance. Normally, for classified and wage positions, the in-person interview is the only one held for a search.

Notify Candidates To Be Interviewed: Once recruitment manager has approved the screening and interview questions via Careers update, the search committee or designated representative contacts the

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[12] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*, Sterling, VA; Stylus, p.65.
[13] Lee, *Search Committees*, p. 104.

candidates to be interviewed. All candidates at each stage must be treated similarly, regardless of prior salary history, current job, if they work for UMW or other factors.

Conduct Interviews: The search committee will set up a time and place for each of the interviews and determine the order of questions to be asked. The process should be consistent for all candidates, with time scheduled for follow-up questions and an opportunity for candidates ask their own questions. You may choose to include a department or campus tour as part of your process as well. The experience for all candidates must be as consistent as possible.

Interview Notes: All panel members will record the candidates' responses to the interview questions in writing or via electronic means (iPad, laptop). The responses for each round of interviews <u>must be kept</u> as they are part of the official interview documentation.   Information should be kept in a secure place between interviews to maintain confidentiality of the questions and responses from the candidates.

OBTAIN SIGNED APPLICATION FORM AND, AS APPLICABLE, SIGNED SELECTIVE SERVICE FORM FROM ALL MALE, IN-PERSON INTERVIEWEES.

Work Samples: You may choose to include a work sample to be completed by each candidate that comes in for interview. If used, each candidate must receive the same work sample and instructions. This is usually approved by recruitment manager during the interview question review. If the sample is to be timed, make sure the candidate is aware of the constraints before they begin.

Finalizing a Selection and Recordkeeping:

Selection Documentation: The search committee reviews their notes from each of the interviews and makes a recommendation to the Hiring Manager based on the knowledge, skills and abilities that were advertised and incorporated into the questions. The Hiring Manager will make changes in Careers to indicate who they wish to hire, using the appropriate reason code. Statuses for other candidates who were interviewed will also be updated at this time with reason codes. This information is kept in a "pending" state until HR finalizes the recommendations.

Conduct Reference Check. *It is encouraged to reserve reference checks as the last activity for only the selected candidate. Reference checks are time-consuming, involving several contacts and may sometimes require follow up. They may also prematurely expose a candidate's search activity. However, some committee may choose to do limited reference checking earlier in the search process on a limited basis for ranking. The recruitment manager should be consulted in these cases whenever possible.*[14]*.*

In all instances, when reference calls are made, they must be conducted in the same manner for all candidates and must be documented as they are part of the selection decision. Use of a standard form is highly recommended. Normally the committee chair or hiring official will conduct reference checks.   In addition, written references from persons preferred by the candidate can be requested as part of the initial application packet, or requested later from a subset of applicants of interest to the committee.

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[14] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*, Sterling, VA; Stylus, p 112.

If the hiring official or other employee conducting the reference is referred to another individual as a better source of information, the committee should seek permission to pursue references from these individuals.

A documented reference check with the current and at least one former supervisor of the applicant as indicated on the University application **is required for the selected candidate and must be conducted at some point prior to making the final recommendation** (see below). If there is no current supervisor, a reference check with at least two former supervisors is required. The recruitment manager should be consulted if there are concerns or problems with reference checks. Remember that reference check documentation must be submitted to OHR/AAEEO with final paperwork on the selected candidate before an offer can be extended. A sample reference check form is provided on the Human Resources website.

Recommendation to Hire: The Hiring Manager reviews the search and interview processes, and the final search record for the recommended candidate. While ranking candidates may be useful in the earlier stages of candidate reviews, **it is not recommended in these final stages of the process**. Rankings can create factions and appearances of winners and losers. It also tends to make those in the minority feel as though their voice was not heard. Instead, a full explanation of all the factors considered is the better approach and should rely on the collective judgment of the committee, with the final analysis resting with the [hiring or] appointing authority.[15]

Approval by Human Resources: Once the committee has made their decision, the interview documentation should be submitted to recruitment manager for review, including:

- question responses from each candidate, as noted by each interviewer, in hard copy form
- work samples, if completed
- reference check forms
- any other documentation used to evaluate the candidates during the interview process

All interview documentation must be received and reviewed by HR before any offers are extended.

Extending the Offer

Make The Conditional Job Offer. The conditional job offer (contingent upon background check) can be made after recruitment manager approval as indicated in Careers. This is usually done by the Hiring Manager. If further negotiations are necessary, these are ordinarily taken back to HR for review or options depending on budget, funding and other factors. Exceptional recruitment options may be applied when there are significant recruitment problems for positions that are critical to the University's mission and on-going operations. These options include sign-on bonuses, compensatory leave, annual leave and an employee referral program. All exceptional recruitment options must be reviewed by the

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[15] Lee, C.D. (2014), Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches, Sterling, VA; Stylus, p 125.

recruitment manager and approved by the appropriate Cabinet Member. These options are described in state policy at this link (add 2.10)

The conditional offer verbiage below should be used to be consistent with offers to all candidates:

> "*I am pleased to extend a conditional offer of employment as (position) in the Department of ___ at the salary or hourly rate of _____. Your projected start date will be _____.*
>
> *This offer will become final upon the timely and successful completion of the required background checks.*
> *The required background check includes two reviews, one at the national level and one at the state level (Virginia). You authorized the state level review when you visited campus for your interview. For the national review you will receive an email from Truescreen, the investigating agency, with instructions to initiate your report. Follow the instructions carefully. The authorization will require only a few minutes of your time. If you don't receive an email from Truescreen, please check your SPAM and JUNK folder.*
>
> *You must complete this authorization within 48 hours of receipt of the email from Truescreen. Failure to do so may result in the withdrawal of this offer.*
>
> *Please contact the Recruitment Office at (540) 654-1211 if you have any questions or concerns*."

Once the conditional offer has been accepted and approved, the chair/hiring official will update the Hiring Proposal in Careers to show the final salary, any exceptional recruitment options, requested start date, moving and relocation expenses if applicable, and any updates to the candidate's information (address, phone number, etc.)

Request the Background Check: All University employees must successfully complete a criminal background check before hire. Background checks are conducted by a third party vendor and normally take up to 10 days to complete. However, this time may vary depending on the residential and employment history of the candidate. Only the selected candidate is subject to the background check. Upon acceptance of the conditional offer, the hiring official or designee may [initiate the background check](#).

This consists of two parts: The State Police check and the TrueScreen check.

1. State Police Background Check Documentation

The State Police Background Check is initiated during the candidates' visits to campus for the interview. Instructions are provided both on this page and in information about the Interview process.

To properly complete the State Police check for the hiring process, we ask the following:

Confirm the names, interview dates and times for your on- campus interviewees with the Recruitment office via email at jobs@umw.edu.

On the day of the interview, bring each interviewee to the Office of Human Resources to complete the background check authorization in front of the Recruitment Office notary. It is recommended that you schedule enough time prior to each interview to have the interviewee escorted to the Recruitment office. The authorization will take approximately 5 minutes.

The background check will be completed on the selected finalist only, as you will indicate in your online background check request after your conditional offer of employment has been accepted. All other candidate authorizations will remain secured and will then be destroyed.

Additionally, all volunteers and current employees who are required to complete background checks must visit the Office of Human Resources to complete the state background check authorization in the presence of a notary prior to assuming volunteer roles and covered responsibilities. Department Chairs will send Background Check information to Adjunct Faculty when the conditional offer is made.

2. **TrueScreen and formal initiation of checks by Human Resources.**

Once the Recruitment Manager receives the hiring manager's confirmation of the conditional offer and acceptance, the Authorization Form, and the UMW Background Check Form, staff from the Recruitment Office will initiate the background search process with TrueScreen, the investigating agency as well as the State Police.

TrueScreen will contact the candidate directly by email with login instructions to authorize the background check. Once authorized, the investigation starts immediately. Background checks are conducted by a third party vendor and may take up to 10 days to complete. This time may vary depending on the residential and employment history of the candidate.

Hiring supervisors will be contacted concerning the outcome, and if additional follow-up is required.

Special Circumstances

If the candidate does not have an email address, the hiring supervisor should ask if there is an email address that the candidate is comfortable using temporarily. The hiring supervisor may also recommend that the candidate create an email address through a free email service for this process.

If the candidate will need special assistance to complete this process, please contact the Recruitment Manager.

Hiring supervisors should contact the Recruitment Manager with any questions about this process.

As a reminder, all conviction information received from a background check is reviewed by HR and shared by our office with the appropriate Cabinet member, as needed, to finalize a hiring action. HR will

handle all communications with a candidate, as appropriate, if an adverse report results in withdrawal of an employment offer.

Closing the Search

Notify Unsuccessful Applicants: While Careers does allow for automated emails to be sent to unsuccessful, interviewed candidates, some managers prefer to make personal contact via phone call or email. Extending this personal touch may make a difference in the reputation of the university as well as in the ability to attract future talent. [16] Phone calls should be scripted and made consistently to ensure that only the intended message is delivered. If choosing to make personal notifications, hiring officials are asked to contact interviewees within 10 days of the offer letter being sent to the selected candidate. All correspondence and documentation of contacts are to be retained for the final search documentation file.

Internal candidates should be notified directly from the Hiring Manager whenever possible, even if the automated message is utilized for all other candidates. *Any remaining updates to candidate statuses must be made at this time. The Hiring Manager or designee will update Careers to show any remaining candidates not referred for interview as "Not Interviewed-Initial Screening". Candidates who were interviewed in person should be entered as "Interviewed-Not Hired" in Careers by the committee chair or office manager, and so on.*

Search Exceptions:

Closed Without Hire or Failed Searches: Despite the best efforts of a search committee, there are legitimate reasons why a search may fail, as well as several possible points in the search process when this might occur.

"A failed search can be an indicator of an ill –defined position, inadequate recruiting techniques, an inadequate pool of candidates, or ineffective selection methods. The appointing authority should attempt to diagnose the variables that undermined the previous efforts before deciding to reopen, extend or end the search. " [17]

In all cases, before a search is declared closed without hire, the chair of the search committee and the department chair/program director will contact recruitment manager to discuss the status of the search and what, if any, options may still be available to fill the vacancy. If the search is closed without hire, the chair of the search committee or hiring official must work with recruitment manager to close the position on Careers, using the appropriate codes for the cancellation/non-hire.

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[16] Lee, C.D. (2014), *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches*, Sterling, VA; Stylus, p.135.
[17] Lee, *Search Committees*, p. 127.

Search Exemptions (*applies to Administrative/Faculty positions ONLY*)**:** There are rare occasions when an exemption to the search procedures requirement is reasonable and acceptable. A request for an exemption along with appropriate justification should be submitted by the department chair/program director to their Cabinet member. All exemptions must also be approved by the OHR/AAEEO and in some cases the President. When requesting an exemption, please submit a Faculty Search Exemption Form, detailed justification letter, and the resume/CV of the individual identified for the position. This form is available from the HR office or may be downloaded from the HR website.

Target of Opportunity Positions (*applies to Administrative/Faculty positions ONLY*)**:** All full-time, Administrative/Professional faculty positions are expected to be hired through a national search in accordance with these procedures whenever a reasonable and appropriate pool of candidates can be developed.

However, when a unique opportunity for an exceptional appointment presents itself, it may be appropriate to seek an exemption to search so that an individual may be recruited. A target of opportunity hire may happen in several ways. For example, the President or Provost may announce that one or more positions would be made available for exceptional, usually senior scholars, whose credentials are stellar and whose appointment would make unique contributions to the UMW's mission and programs. In this case, the position and discipline may be left open or very broadly defined, with one or more outstanding candidates eligible for appointment. Alternatively, a department may identify someone with exceptional credentials for special recruitment where a national search would not yield a reasonable pool of similarly qualified candidates. Or an exceptional scholar may approach UMW about joining the staff when there are no advertised openings at the time. Other examples include the opportunity to attract an exceptionally well-qualified candidate who can make an important impact on programs and students at UMW, or the case where the university is pursuing the appointment of an intact team of exceptionally high quality staff members.

While appointments through a target of opportunity hire are expected to be infrequent, they can be critical hires, sometimes transforming an academic or regulatory program by virtue of the expertise and other resources they bring to the university.

Requests for exemptions in support of a target of opportunity appointment must provide full justification and require advance approval by the appropriate Cabinet member as well as the OHR/AAEEO.

Departments recruiting through a target of opportunity hire exemption are expected to conduct an interview, pursue references, and ascertain the appropriate fit in the department as they would for any other new hire.

In discussing the particular circumstances for a proposed exemption the Cabinet member or OHR/AAEEO staff may recommend instead a search limited to the local area or internal to the University. These alternatives allow notice of a vacancy and opportunity to develop at least a minimal candidate pool within a relatively short timeframe.

Related forms and resources:

- Reference check form
- Search exemption form for A/P positions

Additional forms and resources may be found on the UMW Human Resources Website under "Hiring".