Search Committee Guide

Overview for the Search Committee Chair and Members

The Department of Human Resources (HR) and the Equal Opportunity and Regulatory Compliance Office (EORC) have various tools to assist you as the Search Committee in making your hiring recommendation. This guide will explain the hiring process as well as clarify the roles of the search committee chair and members.

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

Should you need additional help with your search committee, EORC or HR will be glad to assist you on a one-on-one basis. You may contact the departments at the below email addresses or telephone numbers.

Human Resources – careers@olemiss.edu, (662-915-1205)
Equal Opportunity and Regulatory Compliance – eeo@olemiss.edu, (662-915-7735)

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

HR – http://hr.olemiss.edu/
EORC – www.olemiss.edu/depts/affirmative_action

THE UNIVERSITY of MISSISSIPPI
HUMAN RESOURCES

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Contents

I. Charge of the Search Committee

This checklist will assist in making sure that the Chair of the search committee is fully informed of the charge of the Search Committee.

The Chair is responsible for knowing the following:

- ☑ Official or approved working title of position
- ☑ Job description and proposed job advertisement
- ☑ Minimum qualifications for applicants
- ☑ Time frame for completing the search
- ☑ Policy for late or incomplete applications
- ☑ University Affirmative Action Policy and EEO/AA requirements
- ☑ Search and Recruitment Committee Members' Role, Responsibility, and Code of Conduct forms (see page 27)
- ☑ Specific duties for chair and individual committee members
- ☑ Minimum number of finalists to interview
- ☑ Screening forms for search committee
- ☑ University hiring process and how to access applications/CVs online
- ☑ Funds available for advertising and candidates' travel, hotels, and meals

(Excerpt from *"Search Committees: A Tool Kit for Human Resource Professionals, Administrators, and Committee Members")*

Sample Duties for Search Committee Chair:

- ☑ Serve as liaison between the committee and the hiring manager
- ☑ Ensure charge of committee is carried out
- ☑ Collect signed Search and Recruitment Committee Members' Role, Responsibility, and Code of Conduct forms (see page 27)
- ☑ Set up and chair all meetings and interviews
- ☑ Maintain all search records throughout the search and provide the file to the appropriate department member responsible for maintaining the search files
- ☑ Correspond with applicants (includes coordinating "acknowledgement" letters/emails, "thanks, but no thanks" letters/emails, and decision phone calls or letters (more under "IV Correspondence Letters")
- ☑ Serve as lead host for candidates brought to campus
- ☑ Perform duties as a regular member and any other duties as assigned by hiring manager

Sample Duties for Search Committee Members:

- ☑ Sign the Search and Recruitment Committee Members' Role, Responsibility, and Code of Conduct forms (see page 27)
- ☑ Maintain appropriate confidentiality with search materials and proceedings*
- ☑ Attend all scheduled meetings and interviews
- ☑ Review all applicant materials
- ☑ Review all position related materials
- ☑ Screen applicants per the pre-established screening forms
- ☑ Treat all applicants fairly and consistently
- ☑ Host applicants who come to campus
- ☑ Participate in the interview process
- ☑ Help check references
- ☑ Other duties as assigned by search committee chair

*All search committee members and search committee chairs must adhere to the "Search and Recruitment Committee Members' Role, Responsibility, and Code of Conduct." Please see page 27.

II. General Employment Policies and Procedures

Preparing the Job Requisitions (connectu.olemiss.edu)

Once the position has been approved, the first step is to complete the job requisition at connectu.olemiss.edu (ConnectU/SuccessFactors). This is completed by a designated "Requisition Originator" within your division/school.

Required for the job requisition:

- Recruitment effort plan detailing the placement and location of all outside job listings. (This is only required for exempt staff and faculty positions. If you are hiring for an exempt staff or faculty position, EO/RC will require that you place at least one outside advertisement.)

- The proposed job posting which contains the requirements and qualifications of the position. ***Preferences will not be allowed. They tend to reduce, rather than expand, the size of the applicant pool.***

- In rare instances, a waiver of external advertisement may be requested for business necessity if extenuating circumstances exist. The request and justification for the waiver ***must*** be included on the job requisition for review by EO/RC. **A waiver should generally not be used to fill tenure-track positions.** A better alternative is to use a visiting or adjunct title. If a regular faculty position is funded for the following year, the visiting or adjunct person may compete for the tenure-track position along with other applicants.

- If the department is hiring two of the same job titles, one master applicant pool will be used. The Requisition Originator can notate on the job requisition the number of vacancies. This will allow multiple people to be hired in one requisition if the department has multiple positions of the same job title vacant.

Selecting the Search Committee

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

Search committee membership should be as ethnically and gender diverse as possible and should undertake proactive steps to attract an ethnically and gender diverse pool of qualified applicants. It may be necessary to go outside the immediate department, when appropriate, to ask a minority representative to serve on search committees.

Search Committee Essentials

- Must have a minimum of three members
- Must have diversity in both race and gender
- Department head/supervisor may serve on the committee
- Graduate students may serve on the committee* (see note below)

Note: Access to ConnectU is limited to active/regular UM employees. Students and external (non-University employees) will not be given access to ConnectU as our current licensing only includes active UM employees. Student and external constituents can serve on committees, but an administrative staff member will need to securely provide a mass PDF file or printed PDF of all applications and/or applicant materials.

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

Depending on the selection process, the department head/signatory officer or designee may choose to be involved at the beginning when the position is being developed, serve on the search committee, or be notified at the end when the search committee presents its recommendations. Some department heads/signatory officers or designees prefer to be kept up-to-date throughout the search process. The role the department head/signatory officer or designee wishes to take should be clearly outlined in the committee charge. It is acceptable for the department head/signatory officer to reserve the right to accept or reject recommendations from the search/advisory committee. Unless otherwise delegated, the final recommendation decision is made by the department head/signatory officer or designee.

Minimum Posting/Job Announcement Requirements

We do not announce closing dates for any positions. We state simply that "all positions will be open until filled or an adequate applicant pool is reached."

All positions must be posted a minimum of five (5) calendar days (*OR* less for non-exempt positions if 30 applications are collected). Five (5) calendar days includes weekends. Temporary I (0-4.5 months) positions may be posted for a minimum of one (1) day.

Departments are responsible for requesting the online job posting to be "removed" by submitting an email to careers@olemiss.edu.

The Recruitment Office can include a "close date" for the system to automatically remove the posting after the posting has met the minimum posting requirement.

Advertising/Soliciting Applications

All exempt staff positions and faculty positions should be advertised nationally or regionally to ensure a broad applicant pool in addition to the online posting on ConnectU/careers.olemiss.edu. Committees may choose to place an advertisement with a local newspaper, professional organizations, professional conferences, list servs and/or predominately minority-targeted publications (either in print or on the web).The hiring department is responsible for placing the advertisements and the expenses will be paid by the hiring department.

All ads must include the following statement: "The University of Mississippi is an EOE/AA/Minorities/Females/Vet/Disability/Sexual Orientation/Gender Identity/Title VI/Title VII/Title IX/504/ADA/ADEA employer." (Alternatively, the following **longer EEO statement** may be placed in the ad: "The University of Mississippi provides equal opportunity in any employment practice, education program, or education activity to all qualified persons. The University complies with all applicable laws regarding equal opportunity and affirmative action and does not unlawfully discriminate against any employee or applicant for employment based upon race, color, gender, sex, sexual orientation, gender identity or expression, religion, national origin, age, disability, veteran status, or genetic information.")

All ads should also direct applicants to apply online at careers.olemiss.edu. Applications must be completed online for the person to be considered an applicant. Human Resources will post the position on the online application site (ConnectU/careers.olemiss.edu) and send copies of the job lists to the Mississippi Employment Security Commission.

The EO/RC staff can provide advice and direction concerning appropriate recruitment sources. The following publications are suggestions for placing ads and online ads are acceptable:

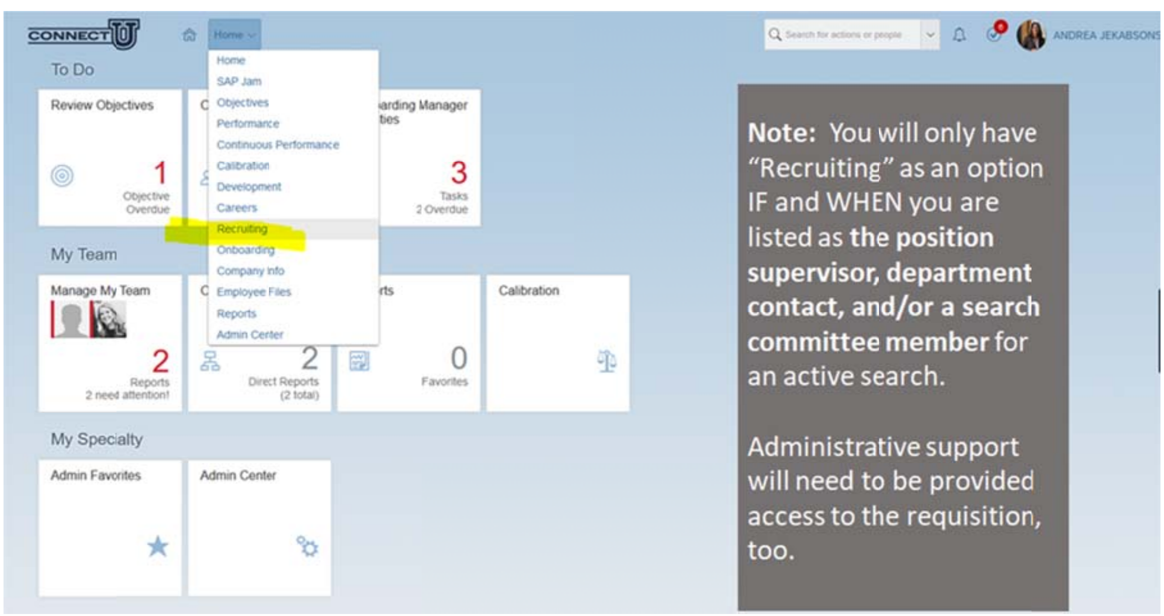
- The Chronicle of Higher Education— www.chronicle.com
- Diverse Issues in Higher Education — www.diverseeducation.com

- Latino Higher Education – LatinosinHigherEd.com
- INSIGHT Into Diversity — www.InsightIntoDiversity.com
- The Commercial Appeal— www.commercialappeal.com
- The Clarion Ledger— www.clarionledger.com
- The North Mississippi Daily Journal— www.djournal.com

Logging In

ConnectU is single sign-on (SSO)*. Enter your WebID (not your email address, exclude @olemiss.edu.) and password.

*Single sign-on (SSO) is a property of access control of multiple related, yet independent, software systems. With this property, a user logs in with a single ID and password to gain access to a connected system or systems without using different usernames or passwords.



Screening Applicants

If the position is classified, the essential functions and minimum qualifications listed on the requisition and advertisements MUST match those listed on the official job description.

- The online system will automatically screen the applicant for exempt (salary) positions based upon the applicant's responses to the education and experience screening questions.

- **Important note for part-time work experience & student work experience.** Part time employment and related student employment is calculated at a half-time rate when determining if applicants meet the work experience requirement. (For example: If an applicant worked a part-time position for two years that would be calculated as one year of full-time employment.)

- Most of our classified job descriptions will allow for a substitution of work experience if the applicant doesn't possess the academic degree requirement. Applicants can substitute years of experience for the degree required. We substitute two years of experience for every year it takes to get a Bachelor's or Master's degree. (For example, since it typically takes 4 years to obtain a Bachelor's degree, an applicant must have 8 years of full-time job related experience in lieu of the Bachelor's degree.) We do not substitute the other way around – we cannot substitute a degree (or degrees) for the years of experience requirement.

Applicants must meet the posted minimum qualifications for the position **at the time of completing and submitting the applications.** Only applications that contain at least the minimum education and experience requirements should be considered by the search committee.

It is the responsibility of the search committee to confirm that the minimum qualifications have been met. The search committee must screen each applicant according to the criteria indicated in the job description. Screening forms developed by the search committee will assist in providing written documentation and justification of selections and non-selections that relate to the position. If requested, EO/RC will review screening forms for compliance. Sample screening forms can be found in Appendix A.

Closing a Posting

It is very important that you notify a recruitment representative when the committee would like to stop receiving applications. The committee may close the posting once the committee has received an adequate amount of applications, has met the minimum posting period (see page 7) and will begin reviewing applications. The committee does not need to keep receiving applications during the interview process and up to extending a verbal offer.

To remove the job posting from careers.olemiss.edu to stop applicants from applying, email careers@olemiss.edu with the request. Please include as much information as possible; requisition ID number, position title and department. The search committee can still access the application. If this change is not made, the posting will continue to be posted and applications will continue to be accepted.

Closing the Search & Hiring a Candidate

Unclassified Position:
If the position you are filling is unclassified, the department (search committee chair, hiring manager/Chair of the department) will make the official verbal job offer.

Classified Position:
If the position is classified (an official job description and pay rate range are managed by Human Resources), HR will make the official verbal offer. It is strongly recommended that the department make an unofficial, informal offer to the candidate. Inform the candidate that the department is recommending him/her for the position, negotiate the start date, and confirm the pay rate/salary.

Offer Approval Form/E-form:
The Offer Approval Form is equivalent to the previous Eform 1 for new hires recruited and processed through the Recruiting system. Normally, these steps are reserved for the Position Supervisor, Department Contact/Chair, and/or possibly the Search Committee Chair.

There are two distinct steps, Recommend for Hire (updating the Application Profile) and the Offer (submitting the Offer Approval Form). For more detailed instructions on this process, please review the "Recommend and Offer" learning guide on located in the ConnectU Resources tile on your ConnectU homepage.

Prior to submitting the Offer Approval Form/E-form to hire, change the selected candidate's status to "Recommended for Hire." All others will be changed to "Interviewed/Not Hired" or

"Not Interviewed/Not Hired" with the appropriate non-selection reason (see Appendix C). The hiring department will process an Offer Approval Form through ConnectU (new to the University) or E-form 3 (transfer within the University). The Offer Approval Form or E-form 3 will flag EORC to review the applicant's qualifications and the non-selection reasons for the applicants not selected.

Applicants will fall into one of four non-selection reasons (Talent Pipeline/"buckets"). The department will notate the appropriate reason per applicant during the non-selection process.

- Doesn't meet the minimum requirements
- Not interviewed
- Interviewed, not hired
- Interviewed, hired

After EORC conducts a compliance review of the hiring process, the hiring form (Offer Approval or E-form 3) will be sent to Human Resources to initiate the background check.

New Hire Paperwork:
The background check is integrated and the background check process is initiated when an Offer Approval Form is approved. The candidate only consents to the background check, confirms the details already entered on the employment application, and submits.
The candidate receives an email invitation to complete the paperwork online using a "wizard." All of the New Hire Paperwork is completed using a wizard that prompts the candidate through the panel.

An HR Assistant (Onboarding representative) will schedule a time for the new hire to come in to sign employment forms.

> Internal candidates: If the candidate is current employee, the employee will be contacted by Human Resources (Onboarding representative) who will confirm the details (start date and salary) of the new position. The employee will be requested to provide a hard copy, signed application of employment.

The new hire must come to HR no later than his/her first day of employment due to certain federal regulations. At this point, they will be informed of the Online Benefits Orientation Process and Paper Completion Session.

Record Retention:
Job search records, such as screening forms, interview notes, and reference checks should be maintained in the hiring departments and must be filed in a secure centralized location for three (3) years. Applications, resumes and/or other supplementary documents are not required to be kept as these documents are stored internally through ConnnectU. Credentialing agencies specific to your department may require a longer retention period.

III. Helpful Tips for Interviewing Tips & Reference Checking

Interview Questions

The committee is expected to interview at least two (2) applicants, where there is at least 2 qualified applications received in a timely manner. (Any expectation to this requires a waiver from the EO/RC department.) The first crucial step in the interviewing process is to review the job description for the position. Develop your list of questions based on the skills, education, and experience requirements of the position. Here are some tips:

- Create several questions which relate to a specific skill. Include questions which will introduce levels of competence in that specific area.
- Make sure that the questions are focused on the important competencies required for that position.
- Have a clear idea of correct responses. If you are not familiar with the area, do not ask the questions. Allow others who are technically competent to ask the questions and measure the response.
- Ask general questions which could be answered without knowledge of your specific industry.
- It is appropriate to ask follow-up questions.
- Reference "Search Committee Interview Questions" resource guide for a listing of sample interview questions.

Establishing Goodwill

It is important to give the interviewee a realistic and positive impression of the position, department, and University. Remember, you are looking for the person that is the best fit and the applicant is looking for the same. Misleading the applicant will not benefit anyone. In an effort to establish goodwill:

Do	Don't
Tell prospective employees that the University (department) is a good place to work, that it is a progressive employer and that it is concerned about the welfare of its employees.	Given assurances of a job, job security or continued employment. Never use phrases such as, "as long as you do a good job," or "until you're ready to retire."
Tell prospective employees that the past and present history of the University (department) has been the fair treatment of its employees.	Try to induce individuals away from other employment with assurances and promises, such as "you'll have a permanent job here."
Tell prospective employees what procedures supervisors usually follow for informing them of unsatisfactory/satisfactory performance of the job.	Promise or imply that employment will not be terminated.
Tell the prospective employee who has the authority to review any employment decisions.	Provide any additional assurance of job security as described above.

Topics to Avoid

- arrest
- race or color
- gender, marital status and family
- length of residence
- place of birth or citizenship
- religions
- non-professional organizations and activities
- physical condition, such as weight
- age
- prior illnesses/hospitalizations
- disabilities
- lawsuits or legal complaints
- military service
- workers' compensation claims

Tips for Telephone Interviewing

If a committee decides to conduct a phone interview as a screening step or because one or more of the applicants reside outside of the local area, each applicant under consideration must be treated in the same manner. All applicants under consideration must be invited to participate in a telephone interview for consistency and fairness.

Planning and Arranging

- Telephone interviews should not last longer than 30 minutes
- Review applicant’s materials prior to phone call
- Prepare questions
- Determine order of questions and who is to ask the questions prior to the phone call
- Test phone prior to call (speaker phone or teleconferencing)

Conducting the Interview

- Introduce everyone participating in the conversation
- Ask questions pertaining to the application materials (resume, cover letter, application)
- Ask about the interest in the position
- Ask a few technical questions
- Ask a few questions to help determine if you wish to bring them to campus
- Explain the next step in the process
- Thank the candidate for his/her time

Inquiry and Listening Tools

- Follow the 70/30 rule. This means that the interviewer should listen 70% of the time during the interview and only talk 30% of the time.
- Use echoes. Paraphrase the interviewee's answers to show that you are listening and understand. This gives them the chance to better explain if they need to do so.
- Ask follow up questions where appropriate
- Be conversational! An interview should not be like an interrogation!

Checking References & Recommendation Letters

Checking References

Anytime you are considering someone for employment, it is strongly recommended to check his/her references. Reference checks are used to diminish ambiguity and obtain specific job-related information. **References should be professional references.** It is appropriate to conduct reference checks on the final candidate for classified (support staff and professional) positions. As a courtesy, it is suggested that the candidate be informed that the reference check process is the next step. The committee should ask the candidate for permission to check unlisted references. In both cases, the candidate's response should be recorded.

Some tips for collecting reference information are:

- During the interview, tell the applicant that you will be checking references
- Gather names of several job-related references not listed on the candidate's own reference list
- Ask applicants to name individuals who should not be contacted for references and get them to explain why
- Ask applicants to provide copies of past performance reviews
- Conduct reference checking as the last step in the hiring process
- Check more than one reference
- Ask open-ended questions about employment history, job performance, and potential problems
- Evaluate negative references fairly. A negative response from one individual doesn't necessarily mean the candidate is unqualified or difficult to work with

> ***Note:***
>
> If the applicant currently works at the University or has worked at the University in the past, the Hiring Manager may come to HR and review past performance appraisals as a form of reference checking.

All notes made during the interview and reference checking process must be retained by the department for three years along with all other documents related to the hiring process.

When in doubt, please contact Department of Human Resources, 915-1205 or careers@olemiss.edu for guidance. For helpful screening tools and interviewing checklists, please see Appendix A.

IV. Correspondence Letters/Email Message

The University of Mississippi is a highly sought after employer and has a great reputation with community members and alumni. In many cases, applicants have applied for more than one position with the University. As such, each committee should be gracious to the applicant pool on every search. The job site, careers.olemiss.edu, will send an automatically generated email when the applicant is moved to a non-selected bucket in the Talent Pipeline.

If you have interviewed a candidate, a phone call to the candidate is appropriate after you have decided that he or she is not the most qualified for your position. During the call, thank the applicant for their application and interview time. If a phone call is not possible, a letter of the same nature is strongly recommended.

For sample letters, please see appendix D.

APPENDIX A

Sample Screening Form – Stage 1 (Review of the minimum qualifications for the position).

Applicant's Name: ______________________________

1. Does the applicant have the required education history/degrees?

   ❒ **YES** ❒ **NO** ❒ **Unable to determine**

2. Does the applicant have the required minimum work experience?

   ❒ **YES** ❒ **NO** ❒ **Unable to determine**

IF YES TO BOTH QUESTIONS, PROCEED TO STAGE 2

Rate the candidate on a scale of: 0 = No Points, 1 = Good, or 2 = Excellent in the following areas:

1. Bachelor's Degree in Human Resources, Public Administration, or a related field, or equivalent direct work-related experience. Yes No
2. Years of related work experience.
3. Experience in the organization and prioritization of multiple tasks.
4. Demonstrated written communication skills in submitted materials.
5. Experience in providing customer service.
6. Demonstrated organizational skills in submitted materials.

Total points:

Recommend for Stage 2 Screening or Interview: Yes___ No ___

(The following is an excerpt from *"Search Committees: A Tool Kit for Human Resource Professionals, Administrators, and Committee Members")*

Sample Screen Matrix

Position Title

Applicant Name: ______________________________

Rating Scale- 0- None 1- Little Evidence 2- Some Evidence 3- Strong Evidence

STAGE 1
Please score applicant according to the following requirements:

Bachelor's Degree	Yes	No
One year of related experience	Yes	No

If "no", stop with screening – does not meet minimum qualification.

STAGE 2

Criteria	None			Strong Evidence	Weight	Total
A.	0	1	2	3	x 4	=
B.	0	1	2	3	x 4	=
C.	0	1	2	3	x 3	=
D.	0	1	2	3	x 3	=
E.	0	1	2	3	x 2	=
F.	0	1	2	3	x 2	=
G. Advanced degree	0	1	2	3	x 1	=
H. Other marks of merit	0	1	2	3	x 1	=
I. Quality of application materials					x 1	=
					TOTAL	

APPENDIX B

Interviewing and Welcoming Checklist

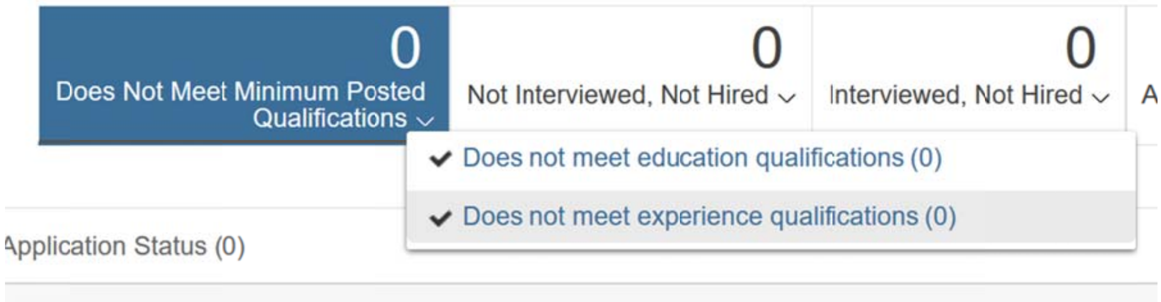
Sample Welcome Packets for your Interviewees

- ❑ Provide a link to the University of Mississippi Policy Index
- ❑ Benefits Synopsis, including the Benefits website
- ❑ Department Brochure
- ❑ Organizational Chart (Department and Institution)
- ❑ History of Institution
- ❑ Annual Reports
- ❑ Statement of goals, mission, objectives, and initiatives
- ❑ Information on local Chamber of Commerce

Interview Preparation Checklist

- ❑ Send welcome packet to interviewee
- ❑ Confirm travel and lodging arrangements
- ❑ Arrange a tour of the local community (if appropriate)
- ❑ Arrange a campus tour
- ❑ Arrange a meeting with hiring authority
- ❑ As appropriate, arrange a meeting with constituents
- ❑ Arrange interview with search committee
- ❑ Schedule meals and breaks as necessary

APPENDIX C
Reasons for Non-Selection



Please note: Each reason above will give an optional box to make a comment if further explanation/reasoning is needed. Normally, comments are not necessary.

APPENDIX D

Sample Letters & Follow Up

Acknowledgement Letter/Email - especially appropriate if there is a delay in the search

Date   Name of Applicant Applicant's Address Dear (Use Applicant's Name): We appreciate your interest in the University of Mississippi and the position of POSITION for which you applied. We are reviewing applications currently and the search committee expects to schedule interviews in the next couple of weeks. If you are selected for an interview, you can expect a phone call from our department staff shortly. Thank you, again, for your interest in our company. We do appreciate the time you invested in this application. Regards, Real Person's Name and Signature or at least “Search Committee Chair”

Thanks, but no thanks (Not selected for an interview) – Sample Email

Date   Good afternoon, Thank you for your interest in the position of POSITION TITLE. The job posting announcement remained on our site for # days. During that short time, the announcement received an overwhelming response. ## applicants expressed interest in this position. Our search committee has met to review the applications, cover letters and resumes and has selected ## other applicants to interview for the position. I can appreciate that this is not the response you had hoped for. Thank you for your interest in the position and your interest in employment at the University of Mississippi. Please continue to visit our website for future openings. Regards, Real Person's Name and Signature or at least “Search Committee Chair”

Responding to candidates that interviewed

A timely phone call to the candidate is appropriate after you have decided that he or she is not the most qualified for your open position. During the call, thank the candidate for his/her application and for the interview time. If a phone call is not possible, a letter of the same nature is strongly recommended.

APPENDIX E
Hiring Temporary Faculty and Other Special Employees

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

Definitions of Faculty Ranks

Regular Faculty

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

Support (Other) Faculty

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

A. Instructor

Persons with the rank of instructor shall be hired for teaching duties but shall not be tenure track and shall be employed on one-year contracts, the contracts being renewable at the discretion of the University. Instructors who have not been given a guarantee of continuing employment are members of the Support Faculty.

B. Adjunct

The prefix Adjunct is used for persons whose primary responsibilities lie outside the University. These positions have an employment percentage of less than 100%. The prefix may be used before the instructional titles Instructor, Assistant Professor, Associate Professor and Professor. Adjunct faculty members are members of the Support Faculty. Usually adjunct faculty members derive their principal income from sources outside the University though they may be paid for teaching University classes on a part-time basis. Adjunct faculty members cannot attain tenure; in the event that an adjunct faculty member is appointed to a tenure-track position, the time a person serves while an adjunct faculty member shall not count toward the probationary time toward tenure. Persons holding the title Adjunct are eligible to exercise the responsibilities of Associate Graduate Faculty.

C. Visiting

The prefix "Visiting" may precede the ranks of Assistant Professor, Associate Professor, and Professor. This title is used for professorial faculty from other universities and for qualified professionals who can contribute to the intellectual life of the University through teaching or research. Visiting faculty members have temporary appointments and are members of the Support Faculty. Persons holding the title Visiting are eligible to exercise the responsibilities of Associate Graduate Faculty.

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

Examples of temporary faculty are:
(1) adjunct faculty (2) visiting faculty (3) lecturer faculty (4) artist-in-residence faculty (5) writer-in-residence faculty

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

All hires for job searches for Temporary II faculty positions MUST complete the online application process. EO/RC monitors these temporary hires to ascertain that females and minorities are given equal opportunity to fill these positions. All Temporary II faculty positions generally should be posted with the Human Resources office for a **minimum of five (5) days**.
If a department wishes for a temporary position to become a permanent position, the department must complete the search through the online job system.

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

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

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

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

appointments which are unsalaried. Departments should process an E-form, and forward through administrative channels.

F. Temporary Staff Positions

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

G. Postdoctoral Employees

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

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

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

Interim or Acting Employees

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

Job Searches for Senior Leaders Using an Outside Search Firm

Departments filling a senior level faculty or staff vacancy may wish to hire an outside search firm to help in the national recruitment and placement of highly qualified senior leaders. A job requisition will still be submitted through the ConnectU system and the posting will appear as a listing on our open jobs website. However, applications will not be collected through the job site and will have instructions on how to submit application and/or nominations directly to the search firm contracted to help in the recruitment.

APPENDIX F
Frequently Asked Questions

1. What is the difference between a temporary I and a temporary II?

Temp I	**Temp II**
Lasts from 0 - 4.5 months	Lasts 4.5 - 12 months
Not eligible for benefits	Eligible for benefits, if the FTE is at least .5 (50%)
The position must be posted for at least one (1) day.	The position must be posted for at least five (5) calendar days.

2. What is the difference between advertising Intra-University and Inter-Departmental?
Intra-University means that the position will be open to the general public on the website with a note that it is only available to current UM employees (this includes temporary workers but not student workers).

Inter-departmental searches are contained only within a department. All members of the department are notified of the opening and of the deadline to apply. The current employee must update or complete an online application.

3. What is the difference between the position advertisement and the position announcement?
The ad is what you intend to place in journals/online list servs, etc and should be short and sweet (to save money) and directs applicants to careers.olemiss.edu for more information and to apply. The announcement is any information in addition to that on the formal job description that you would like to be posted (specific schedule, travel).

4. If we do want to advertise externally, who handles the placement of the ads?
The hiring department is responsible for placing external ads and the expenses will be paid for by the hiring department.

5. How long does a position have to remain open?
All positions must be posted a minimum of five (5) calendar days *OR* less for non-exempt positions if 30 applications are collected. Five (5) calendar days includes weekends. Temporary I (0-4.5 months) positions may only be posted for a minimum of one (1) day.

6. What do I do after we have interviewed and made a decision?
You must update the applicant's status in the online system, connectu.olemiss.edu. You must mark everyone that you interviewed as such, save it and then continue. Change the status of the selected mark candidate to "Recommended for Hire" and everyone else will be marked as "Interviewed/Not Hired" or "Not Interviewed, Not Hired" with the reason why. As a professional courtesy, follow up with each applicant interviewed either by phone, email, or a letter.

7. Which hiring form do I complete once the decision is made and the online applicant tracking is done?
If the person is not already an active employee, do an Offer Approval Form in ConnectU. If they are an active employee, process an E-form 3. If processing an E-form 3, it must also be signed by the department that the employee is leaving before it will be approved by HR.

8. Who makes the job offer?
The hiring department should call and let the person know that he/she is being recommended for the position, the rate of pay, and negotiate a start date. For classified positions, Human Resources will make the FORMAL job offer once the paperwork is approved. For unclassified positions (coaches, faculty and executives), the department head makes the final offer. The Provost office developed a template for detailing the understanding of the agreement.

9. Who provides a status of the position or letters to the applicants?
The applicant may view online the status of his/her application. However, the status listed is not timely in some cases. Human Resources does not mail letters to applicants. It is highly encouraged that each committee send acknowledgement or "thanks, but no thanks" emails/letters.

If you have interviewed a candidate, a timely phone call to the candidate is appropriate after you have decided that he or she is not the most qualified for your open position. During the call, thank the applicant for his/her application and interview time. If a phone call is not possible, a letter of the same nature is strongly recommended.

University of Mississippi
Search and Recruitment Committee Members'
Role, Responsibility, and Code of Conduct

You have been asked to serve on this search committee because our institution has a high degree of trust in you. Participation on a search committee represents significant professional and personal responsibility.

- ❑ Attend all scheduled meetings and interviews
- ❑ Actively seek out and recruit qualified candidates
- ❑ Review all applicant materials and review all position related materials in a timely fashion
- ❑ Screen applicants per the pre-established screening forms
- ❑ Participate in the interview process and host applicants who come to campus
- ❑ Help check references, if needed
- ❑ Upon the close of the search, deliver to the chair of the search committee all search materials such as screening sheets, committee meeting notes, interview notes, and reference check materials

It is imperative that you use the highest standards of ethical and professional conduct to protect the integrity of the process and the confidentiality of each and every candidate.

As a member of this search committee, I agree to uphold the following principles:

Honesty: I subscribe to the principle that any appearance of real or potential conflict of interest in the relationship between me and a prospect or candidate should be avoided and that its occurrence will be disclosed promptly to the committee.

Respect for all persons: I will avoid practices that would conflict my ability to be fair and unbiased. I will respect all candidates and participants in the search process across the wide range of diverse backgrounds, generations and orientations. I will treat all applicants fairly and consistently.

Privacy: I agree to maintain appropriate boundaries and will not intrude into private lives of candidates, and will not participate in gossip about the process or about candidates or others involved in the process. I will bring reports of concern regarding candidates to the chair in order to allow for checks on their accuracy before sharing widely.

Confidentiality: I will keep private all information about search committee proceedings, identity of potential candidates or candidates, origin of candidates, and all other search-related discussions, even after the search is completed. I acknowledge that the search committee chair is the only person authorized to speak on behalf of the committee.

In addition to adhering to the principles stated above, I agree to participate in and responsibly discharge all of the assignments requested of me as a committee member. I will put the best interest of the institution ahead of my personal interests, and will not allow personal interests to interfere with my duties as a committee member.

My signature attests to my understanding of and commitment to maintaining the highest standards of ethical and professional conduct.

____ ___________________________
Signature of the Committee Member Date