FACULTY & PROFESSIONAL STAFF SEARCH GUIDELINES

Recognizing the inherent efficiency in using e-mail to conduct university business (in relation to written correspondence), these guidelines assume all interdepartmental correspondence (including approvals) will be conveyed by e-mail. All search related e-mail should be addressed as follows: for Human Resources or the EEO/AA Officer to HRSearch@unlv.edu (HRSearch on Lotus Notes); for Academic Resources to ProvostSearch@unlv.edu (Provost Search); or for Research & Graduate Studies to ResearchSearch@unlv.edu (Research Search). These search guidelines are adopted under the authority of Title 2, Chapter 5, §5.4.1 of the NSHE Code.

COMMITMENT TO EQUAL OPPORTUNITY & AFFIRMATIVE ACTION

UNLV EEO/AA POLICY: The University of Nevada, Las Vegas (UNLV) is committed to and will provide equality of educational and employment opportunity for all persons regardless of race, sex, age, color, national origin, creed, religion, disability, sexual orientation, or veteran status – except where sex, age, or ability represent bona fide educational or occupational qualifications. Further, the university seeks to promote campus diversity by enrolling and employing a larger number of minorities and women where these groups have historically been and continue to be under-represented within the university in relation to availability and may extend preference in initial employment to such individuals among substantially equally qualified candidates, as well as to veterans, Nevada residents, and current State employees seeking promotion.

ROLES & RESPONSIBILITIES

1. APPOINTING AUTHORITY. The Appointing Authority is the university official who exercises authority in the name of the President to enter into a binding employment contract on behalf of the institution without subsequent review or approval. Depending on organizational structure, the Appointing Authority may also serve as the “Search Reviewer” (as described below).

   a. The appointment of vice presidents, including interim or acting appointments, shall be subject to the approval of the Chancellor and shall be reported to the Board of Regents by the President, in accordance with Title 2, Chapter 1, §1.6.1(b) of the NSHE Code.

   b. The appointment of heads of administrative units reporting directly to a vice president or the director of athletics, academic department chairs or school directors, and all other persons reporting directly to the President, shall require the approval of the President, in accordance with Title 2, Chapter 1, §1.6.1(a) of the NSHE Code.

   c. Any appointment with tenure at hire shall require prior approval of the President and any appointment with tenure during or following a probationary period shall require prior approval of both the President and the Board of Regents in accordance with Title 2, Chapter 3, §3.4. of the NSHE Code.
d. The appointment of all other faculty and professional staff shall be made by the vice presidents or the director of athletics within their respective divisions, with such authority being expressly delegated by the President to the vice presidents and director of athletics in accordance with Title 1, Article VII, §4(c) of the Bylaws of the Board of Regents.

2. AUTHORIZING THE SEARCH. The President, Vice Presidents, or Director of Athletics (as appointing authorities) exercise authority to initiate recruitment for positions within their divisions. A search is initiated when the Appointing Authority notifies the “Search Reviewer” (as described below) of the authority to undertake a search, specifying the title and position number of the position to be recruited. A copy of the authorizing e-mail should be conveyed to Human Resources.

3. SEARCH REVIEWER. The Search Reviewer is the university official responsible for certifying to the final appointment authority that the university has employed the best qualified candidate. The Search Reviewer is typically a Dean or Assistant or Associate Vice President. The Search Reviewer may undertake a comparative review of on-campus interview candidates or rely on the recommendations of the Hiring Official or a Search Committee (as described below).

4. HIRING OFFICIAL. The Hiring Official is the university official responsible for conducting or coordinating the search and recommending the candidates to be interviewed and the final candidate to be hired to the Search Reviewer. The Hiring Official is typically the department chair, director, or immediate supervisor of the subject vacancy and reports directly to the Search Reviewer. The Hiring Official may undertake search duties individually or appoint a Search Committee to screen and refer candidates for consideration, with the concurrence of the Search Reviewer and consistent with departmental by-laws (if any).

5. SEARCH COMMITTEE CHAIR. If a search committee is appointed to undertake the search on behalf of the Hiring Official, the Search Chair is the individual appointed to chair this committee. Unless provided otherwise in departmental by-laws, the Search Chair is appointed by the Hiring Official, with the concurrence of the Search Reviewer.

6. OFFICE OF HUMAN RESOURCES. The Office of Human Resources is responsible for coordinating all faculty and professional staff recruitment in a manner consistent with these guidelines and is the University’s official records custodian for search-process files.

7. EEO/AA OFFICER. The EEO/AA Officer is the university official, designated by the President, responsible for ensuring that all searches are conducted in accordance with the provisions of Title 4, Chapter 8 of the Board of Regents’ Handbook, the NSHE Code, and all applicable State and Federal statutes, laws, orders, and regulations. The Vice President for Planning, Diversity and Chief of Staff serves as the EEO/AA Officer.
a. All search waivers, interview pools of one, and exceptions to these guidelines must be expressly approved by the EEO/AA Officer (or designee) before any employment offer is extended to a candidate.

b. The Office of Human Resources (as the designee of the EEO/AA Officer) shall exercise authority to approve all non-exceptional searches that conform to the University’s EEO/AA Plan and these guidelines.

**Commitment to Recruitment, Search Waivers, Recommendations for Appointments Not Subject to a Search Requirement, & Target of Opportunity Program**

8. **Commitment to Open & Competitive Recruitment.** As enumerated in Title 4, Chapter 8 of the Board of Regents’ Handbook, it is the objective of the NSHE to conduct internal or external searches for all full-time and part-time academic or administrative faculty positions on 12-month or 9-month appointments (on “A” or “B” contracts) – with the exception of resident physicians and dentists, post-doctoral scholars, and temporary or specified term appointments of one year’s duration or less, and certain promotions and transfers.

9. **Search Waivers.** Under limited circumstances, as defined below, the Final Appointment Authority with the concurrence of the EEO/AA Officer may determine that a search waiver is in the best interests of the institution, in accordance with Title 4, Chapter 8, §6.2 of the Board of Regents’ Handbook.

   a. **Special Skills.** (Reported to the BOR) A search waiver may be approved to acquire the services of an individual whose academic, research, or professional qualifications are responsive to an express need of the institution and are so noted in their discipline as to negate a reasonable presumption that a better qualified candidate would result from an open search. Examples of special skills waivers include (but are not limited to):

      1) Distinguished or named professors or endowed chairs (including visiting professors with benefits).

      2) Research Associates named in grant applications not currently employed by UNLV (where such individuals’ expertise is critical to proposed research) or who expect to accompany a new faculty member from another institution as part of ongoing research activity that will be transferred to UNLV.

      3) Associate or Assistant Head Coaches recruited concurrently with the public recruitment of a new Head Coach, consistent with the labor market practice that the recruitment of a new Head Coach often entails the de facto recruitment of a coaching team.

      *User Note: Search waivers may not be used to recruit a Head Coach. With the exception of an internal promotion (below), the Director of Athletics, with the*
4) Confidential Professional Assistants that report directly to the President, the Vice Presidents, or the Director of Athletics, where the principal distinguishing characteristic of such positions is the professional interaction between the position and the senior administrative officer.

b. **Reinstatement.** (Reported to the BOR) A search waiver may be approved to reinstate an employee who separated from UNLV within the past 12 calendar months and who is returning to the same or substantially similar role within the same department or division, with no material increase in salary.

10. **RECOMMENDATIONS FOR APPOINTMENT NOT SUBJECT TO A SEARCH REQUIREMENT.**

a. **Critical Work Stoppage.** (Not reported to the BOR) A specified term appointment up to one year (not subject to renewal) may be approved to acquire the services of an individual critical to institutional needs when operating requirements are immediate and a public search would result in undue delay or disruption. [Appointments based on work stoppage are valid only for a period up to one year, subject to recruitment during the initial appointment period, if the position is continuing.]

b. **Internal Promotion.** (Not reported to the BOR) An appointment may be approved to promote an individual within the unit, department, or division where such individual serves as a next in line subordinate of the vacant position and for which no similarly situated individuals exist. [Note: A current organizational chart should be attached to the recommendation for appointment.]

c. **Reassignment or Lateral Transfer.** (Not reported to the BOR) An appointment may be approved to reassign an individual within a unit, department, or division (or among divisions with the joint concurrence of division vice presidents) to perform a new role (whether or not such role is time-limited or continuing in nature and whether or not such role is represented by a separate budgeted position) in order to achieve operational objectives – particularly in the instance of a nine-month faculty member being appointed to a 12-month academic or administrative role.

11. **APPROVALS & DOCUMENTATION REQUIREMENTS.**

a. **Search Waivers.** Search waivers must be approved by the University EEO/AA Officer prior to conveying any commitment to a prospective employee.

b. **Recommendations for Appointments Not Subject to a Search Requirement.** Recommendations for appointments not subject to a search requirement must be approved by Human Resources prior to conveying any commitment to a prospective employee.
c. **Documentation Requirements.** All search waivers or recommendations for appointment require written documentation that outlines the special circumstance that applies and which details the qualifications of the individual recommended for appointment.

*User Note: Appointing authorities should be aware that all search waivers that result in the appointment of a new employee via special skills or reinstatement of a former employee on a continuing basis must be reported annually to the Chancellor and Board of Regents, in accordance with Title 4, Chapter 8, §6.2 of the Board of Regents’ Handbook. Recommendations for appointment not subject to a search requirement (including critical work stoppages, promotions, reassignments, & lateral transfers) are not subject to this reporting requirement.*

12. **TARGET OF OPPORTUNITY PROGRAM.** The purpose of the Target of Opportunity Program (TOP) is to support the University’s commitment to increase the diversity of the professorate, with special emphasis on the recruitment of women or minority faculty in academic disciplines where these groups have historically been and continue to be underrepresented at UNLV in relation to labor market availability, as documented in the University’s annual EEO/AA Plan. [See TOP policy and procedures at http://hr.unlv.edu/top_policy.pdf.] Specific measures that may be employed to support TOP recruitment include:

a. Targeted outreach to identify qualified applicants and generate interest in UNLV employment opportunities, concurrent with or in advance of public recruitment.

b. Augmentation of interview pools to provide for the continuing consideration of women or minority candidates that might not otherwise be included in preliminary interview pools, but whose academic qualifications are substantially equal to male or non-minority candidates included in preliminary interview pools.

c. Preference in hiring among substantially equally qualified candidates in departments in which women or minorities have historically been and continue to be underrepresented in relation to labor market availability.

d. Augmentation of salary budgets, where necessary, to extend competitive offers to women or minority candidates, when previously budgeted salaries are not sufficient to convey an acceptable employment offer.

e. Special Skills Search Waivers, subject to the approval of the Executive Vice President & Provost and EEO/AA Officer, in favor of candidates whose academic qualifications, credentials, or accomplishments are so distinguished in their field as to support a reasonable inference that no better qualified candidate would emerge through a public search process.

*User Note: While the Target of Opportunity Program was developed specifically for academic faculty searches conducted under the auspices of the Executive Vice President & Provost, the recruitment strategies enumerated above may be used within
any division to support the recruitment of women and minorities for professional positions, in the discretion of appointing authorities.

CONFIDENTIALITY GUIDELINES

13. CONFIDENTIALITY POLICY. As provided in Title 2, Chapter 5, §5.6.3 of the Board of Regents’ Handbook, any information or records contained in employment application files (e.g. letters of interest, curriculum vitae, application, employment and educational records, publications or work samples) submitted for consideration of employment within NSHE are confidential, except the position of Chancellor. Such documents can only be released pursuant to the written authorization of the professional staff member or a court order directing the release of the records that has been signed by a judge with jurisdiction over the matter. To ensure compliance with this policy, all search committee members will be required to sign an acknowledgement of the Board of Regent’s confidentiality policy prior to reviewing application materials. [See Confidentiality Acknowledgement attached.]

14. PREEMPLOYMENT CERTIFICATION. As provided in Title 2, Chapter 5, §5.10.2 of the NSHE Code, potential interview candidates are required to sign the NSHE pre-employment certification. [See Preemployment Certification attached.] In addition to mandatory preemployment disclosures, the form provides written authorization to UNLV to reveal an applicant’s name as a candidate for a position, as well as his or her application materials in the event the individual accepts an invitation to interview for the position. [The preemployment certification will be automated in the next version of HRSearch, relieving departments using HRSearch of the requirement to obtain these forms.]

POSITION VACANCY ANNOUNCEMENTS & ADVERTISEMENTS

15. The term “position vacancy announcement” (PVA) refers to the full description of the position vacancy posted to UNLV’s website which includes duties and responsibilities, areas of specialization desired, minimum and preferred qualifications, and application instructions. The term “advertisement” refers to print or on-line publications of positions (either paid or unpaid) which are brief in-line text ads or electronic bulletin board notices that refer candidates to the position vacancy announcement.

a. The PVA is drafted by the hiring official or search committee chair (if a search committee is appointed). Recruitment staff in the Office of the Vice Provost for Academic Resources and Human Resources are available to assist departments in preparing PVA’s or advertisements, on request.

b. Both the PVA and any advertisements must be approved by the search reviewer prior to publication.

c. For academic faculty, PVA’s must conform to the “Faculty Recruitment Plan” approved by the Provost – including title, rank and terminal degree.
16. To ensure compliance with State and University policies, position vacancy announcements must include the following elements:

a. **Title and Description of Role, including Principal Duties and Responsibilities.**
   
   *User Note: The title of a position materially determines the composition of the applicant pool, as prospective candidates evaluate whether a given position represents an entry, mid-level, or advanced position. To ensure equitable treatment of the labor market, position titles may not be offered that are materially “higher” than the position title advertised. For example, if a position is advertised as “Assistant Professor,” the department may not offer the position at the “Associate Professor” rank. However, positions may be advertised with multiple title options, like “Assistant/Associate Professor – depending on qualifications.”*

b. **Required Credentials; Minimum and Preferred Qualifications.**
   
   As provided in Title 2, Chapter 5, §5.10.2, it is the policy of UNLV that all faculty and professional staff positions within the university shall require a bachelor’s degree or appropriate professional experience in lieu of post secondary education equivalent to such degree and that all such academic degrees shall have been awarded by regionally accredited institutions. All vacancy announcements for faculty and professional staff positions must include explicit reference to this requirement. Appointing authorities exercise discretion to determine whether degree-equivalents are acceptable.

   *User Note: Degree Equivalents. PVAs for academic faculty positions generally will NOT ALLOW for degree equivalents, unless specified otherwise in advance by the appointing authority. PVAs for professional, non-academic positions generally WILL ALLOW for degree equivalents, unless specified otherwise in advance by the appointing authority. If degree equivalents are not included in the Position Vacancy Announcement, the department may not subsequently consider degree equivalents.*

   *User Note: It is common practice in the higher education labor market to distinguish between minimum and preferred qualifications. All other things being equal, the department would prefer a candidate with the “preferred qualifications” – but the advertisement of such preferred qualifications does not preclude the appointment of an individual without such qualifications where other factors suggest the candidate is the best qualified for the position. Departments should be aware, however, that guidelines published by the U.S. Citizenship & Immigration Services (USCIS) may preclude the recruitment of a foreign national candidate without such preferred qualifications, if there is any U.S. Citizen in the applicant pool who presents the preferred qualifications.*
c. **Screening Begin Date or Deadline.**

For positions recruited nationally, the open recruitment period is typically 30 calendar days. In all instances, the open recruitment period must be at least seven calendar days after the latest publication date. The objective is to start the screening process; not state a deadline for applications.

*User Note: If time is of the essence, departments are at liberty to state a deadline, provided the department understands publishing a deadline will preclude consideration of applications received after the deadline unless the position is re-advertised with an extended deadline.*

d. **EEO/AA statement.**

“UNLV is an equal opportunity/affirmative action employer committed to achieving excellence through diversity.”

e. **Application Instructions.**

Position vacancy announcements should include language similar to the following, depending on whether the department is using e-mail, regular mail, or HRSearch to receive candidate materials:

1) For e-mail or regular mail receipt: “Application materials should be addressed to [Name], Search Committee Chair, at [e-mail or regular mail address].

2) For HR Search: “Application materials should be addressed to [Name], Search Committee Chair, and submitted on-line at: [https://hrsearch.unlv.edu](https://hrsearch.unlv.edu). For assistance with UNLV’s on-line applicant portal, contact Jen Feldmann, Employment Services Coordinator, at (702) 895-3886 or HRSearch@unlv.edu

f. **References.**

Generally, the position vacancy announcement will ask for a list of references and contact information for these references. However, if the search committee requires reference letters at the outset of the search, departments may include additional language such as: "Candidates should request three individuals to forward letters of reference directly to [Name] at [e-mail or address of chair].”

*User Note: The predominant labor market practice for professional positions is to solicit references verbally, rather than in writing, and this practice is encouraged. Written references are not required for professional positions.*

*Academic faculty appointments must be supported by at least three letters of reference in writing. The best practice (to minimize the burden that soliciting reference letters has on the labor market as well as the hiring department) is to*
solicit reference letters only from the smallest pool of candidates among whom the final selection decision will be made prior to on-campus interviews.

g. Salary Ranges.

Typically, salary ranges are not specified in PVA’s, unless the objective is to limit the recruitment pool to candidates who are likely to accept the position, given material salary constraints in relation to expected market value.

User Note: If an explicit salary range is specified in a public advertisement, departments may not exceed the maximum salary advertised. If a specified salary range is qualified by the phrase, “or commensurate with labor market,” the department may offer an amount up to 10% in excess of the specified salary range. If salary is open and competitive, the appropriate language to use is “Salary competitive; contingent on labor market.” The phrase “contingent on qualifications” should not be used.

h. New or Vacant Positions, “Contingent on Approval.”

If a position has not been established or reviewed by Human Resources to determine its level – but job functions are clearly defined and stable – it is possible to initiate recruitment, even while the classification or budgeting processes are underway. Effectively, the classification, budgeting, and recruitment processes run concurrently (with certain accountability safeguards), to expedite the total recruit-to-hire process. This approach is particularly well suited for time-limited contracts or grants.

1) The PVA should include the statement “contingent on approval” immediately following the position title to indicate that classification or budgeting processes will follow initial recruitment.

2) The PVA should be routed through appropriate administrative channels to the Final Appointment Authority for review. Within Academic Affairs, this includes the Vice Provost for Academic Resources. For contract or grant funded positions, this includes the Vice President for Research and Graduate Studies.

3) If the Appointment Authority approves the PVA “contingent on approval,” HR will place the advertisement upon receipt.

4) The department must submit a Position Description Questionnaire (PDQ) and Organizational Chart for classification review before screening of applications begins.

5) Human Resources must complete its classification review before on-campus interviews are conducted.

6) Final budget approval must be obtained before any employment offer is conveyed to a candidate.
HR Processing Note: When a new or vacant position is being advertised before it is established or classified, the Employment & Compensation Manager will provide a copy of the PVA to the Human Resources Analyst for review. Once the Analyst has reviewed the PVA, the Employment & Compensation Manager will be advised of any relevant recruitment issues and flag the position to check for receipt of the PDQ prior to the closing date.

DETERMINING & PLACING ADVERTISEMENTS

17. DETERMINING AD PLACEMENT. Advertising venues should be consistent with the academic or professional discipline and labor market practices and must include at least one print-media. Hiring Officials, with the concurrence of the Search Reviewer, determine where position advertisements should be placed as well as other supplemental recruitment strategies.

User Note: Guidelines of the U.S. Citizenship & Immigration Services (USCIS) require at least one print advertisement in order for the university to rely on the recruitment process to obtain USCIS eligibility to work for an individual who is not a permanent resident of the U.S. Further, to ensure that UNLV vacancy announcements reach a broad audience (that is not restricted to candidates with access to on-line media), the University is committed to publishing at least one print advertisement in an outlet appropriate for the position for all searches.

a. The Chronicle of Higher Education remains a primary advertising outlet for many disciplines – but may be replaced with academic or professional journals in disciplines where such journals are the “definitive” source for position announcements.

b. On-line job postings may provide the most effective notice of a particular vacancy and are permissible under UNLV policy, but may not replace print ads in their entirety. Human Resources will post all vacancy announcements on the UNLV HR web page at http://hr.unlv.edu/Jobs. PVA’s are also automatically posted on HigherEdJobs.com and America’s Job Bank. All other on-line job postings are supplemental.

18. APPROVAL OF THE AD: It is the role of the Search Reviewer to approve the PVA and advertising venues.

a. After approving the PVA and advertising venues, the Search Reviewer should forward the PVA, together with the names of publications or websites, dates of advertisement, account number for billing purposes, position number and search number (if assigned) via e-mail to Human Resources at HRSearch@unlv.edu.

b. PVA’s for contract or grant funded positions, regardless of division (with the exception of the Center for Academic Excellence & Outreach in Student Life) should be forwarded concurrently to the Office of the Vice President for Research & Graduate Studies at ResearchSearch@unlv.edu for information.
19. **Placement of the Ad.** Human Resources will post the PVA to the HR website, HigherEdJobs.com, and America’s Job Bank. HR will place all advertisements in the specified publications; confirm ad placements with the department; and direct charge the departmental account specified when vendor invoices are received. All print ads must include a phone number (in addition to a web link) for more information, ensuring that recruitment support is available to individuals who may not have access to e-mail or the web. Unless specified otherwise, the phone number will be for Human Resources.

*User Note: Publications & Reprographics is no longer involved in the publication of position vacancy announcements or advertisements; nor should departments place ads directly with media outlets without prior coordination with Human Resources.*

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<th>HR Processing Note: Once HR receives the position vacancy announcement, HR staff ensure that the following elements are stated correctly.</th>
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<td>(1) PVA conforms to minimum requirements for class or Faculty Recruitment Plan.</td>
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<td>(2) Accredited degree or degree equivalency.</td>
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<td>(3) Disclosure of background check, if applicable.</td>
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<td>(4) EEO/AA Statement.</td>
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<td>(5) Salary range (if any) is stated correctly.</td>
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<td>(6) Deadline or priority date is stated correctly.</td>
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<td>(7) Application instructions are correctly stated for method being used.</td>
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**Outreach Activities, Internet-Based Candidate Searches, Nominations**

20. **Outreach Activities.** Hiring Officials and Search Reviewers are encouraged to include specific outreach strategies in their recruitment plan, as appropriate, to ensure a diverse applicant pool – particularly when women or minorities are under-represented in the department or occupational category in relation to labor market availability. Examples include forwarding notices to counter-part senior administrators in peer institutions, placement offices of Ph.D. granting institutions, individuals listed in “Women and Minorities in Higher Education,” or a list of publications in Human Resources. Recruitment staff in Human Resources are available to discuss appropriate outreach strategies.

21. **Internet-Based Candidate Referrals.** Search Committees may use Internet-based job banks as an additional marketing or advertising tool to augment print and on-line vacancy announcements, provided such use of job banks is limited to identifying potential candidates for UNLV vacancies. Search committee members may forward copies of UNLV vacancy announcements to individuals who post generic “situation wanted” ads or resumes on line to make them aware of UNLV vacancies. However, before an individual may be considered for a given position, he or she must apply for the specific vacancy under recruitment, as provided in the PVA. Search committee members may not print resumes from job banks or evaluate such candidates for UNLV vacancies, unless and until the individual submits a formal application for a UNLV vacancy.
22. **NOMINATIONS & DEFINITION OF AN APPLICANT.** To ensure compliance with EEOC and OFCCP guidelines, only those individuals who apply for a specific vacancy under recruitment, as provided in the Position Vacancy Announcement, are considered applicants for employment. In the higher education labor market, it is customary to receive “nominations” for certain senior academic and administrative positions, in addition to applications. When such nominations are received, the Hiring Official will extend an invitation to the nominee to apply for the vacancy. However, to be considered for a given position, the nominee must apply for the specific vacancy under recruitment, as provided in the PVA. Nominees are not considered applicants under UNLV policy.

**ROLE & COMPOSITION OF SEARCH COMMITTEES**

23. Search committees may be utilized to review and recommend candidates to the Hiring Official or to the Search Reviewer. Search committees serve in a screening and advisory capacity to the Hiring Official or Search Reviewer; search committees do not make hiring decisions. Unless provided otherwise in departmental by-laws, search committees are appointed by the Hiring Official with the concurrence of the Search Reviewer.

a. Search committee members are required to sign a confidentiality acknowledgement attesting that they understand that all candidate information or records (including search committee deliberations) are confidential under NSHE policy and may be released only upon the written authorization of the candidate. The Hiring Official or Search Committee Chair are to be the only public voices for the search committee, and search committee members must refrain from making any public comments pertaining to individual candidates or the deliberations of the search committee without prior authorization. [See Confidentiality Acknowledgement attached.]

b. Search committees should be composed of individuals with discipline-specific backgrounds or in-depth knowledge of the position. Typically these individuals will be from the department with the vacancy; however, individuals from other departments with a key interest in the role may be appointed, and some unit by-laws require at least one “outside” member.

c. Where practical and consistent with the goal that search committee members be determined primarily on the basis of their knowledge of the position, search committees should include the representation of women and minorities.

d. The responsibility of the search committee is to review application materials for advertised requirements and to evaluate each candidate’s potential for success in the position. Each committee member should independently review each applicant’s materials to determine their preferred candidates before meeting to discuss and compare selections with other committee members. Search committee members should evaluate the “whole candidate” in relation to the position requirements on a qualitative basis.
User Note: The use of numerical ratings or weighted scoring of applications by committees implies a greater degree of accuracy than may be possible and is, therefore, discouraged.

e. The search committee should reach consensus on all applicants to be interviewed or referred to the Search Reviewer.

User Note: Formal voting by committee members may work against consensus-building and is, therefore, discouraged.

24. EEO/AA Orientation & HRSearch Training. The Hiring Official or Search Committee Chair must schedule an EEO/AA orientation with Human Resources during the organizational meeting of the search committee and prior to the first material screening decision for each search. Additionally, if the search committee is using HRSearch, UNLV’s web-based search support system, the HR representative will provide brief training on the use of HRSearch.

Acknowledgement Letters & Screening Dates

25. If the department elects to receive applications directly, departmental staff are responsible for sending an acknowledgement letter and EEO/AA self-disclosure card (provided by Human Resources) to each applicant. Interviews cannot be scheduled until the department certifies that this step has occurred. If the department elects to use HRSearch, these functions are handled automatically.

26. Search committees may establish a date beyond which it is not practical to continue to review applications – any reasonable period after the “screening begin date” – provided that all applications received after this date are treated in a similar manner and applicants are informed whether or not their application actually received consideration.

EEO/AA Review

27. Each search must undergo an EEO/AA review – performed in Human Resources, at the appropriate stage in the search process, as requested by the Hiring Official or Search Reviewer – in which the race and gender demographics of the entire applicant pool are compared to the race and gender demographics of the pool from which it is anticipated that the final interview pool will be selected. This is referred to as the “review pool” in the following paragraphs.

Depending on how the department structures the search process, the review pool could represent either the quarter-final or semi-final pool of applicants, so long as the EEO/AA review is conducted on the preceding pool of candidates from which the department anticipates selecting on-campus interview candidates.

a. If using HR Search, the department would inform Human Resources it is ready for EEO/AA review on “Level #”. It is not necessary for the department to provide
candidate records to Human Resources, provided candidates have been advanced to the appropriate “Level” in HRSearch on the application master screen.

b. If not using HRSearch, the department must forward an alphabetical list of all applicant names together with an alphabetical list of the names of individuals who remain under consideration to HRSearch@unlv.edu.

c. The HR representative will analyze the entire applicant pool by race and gender and compare the profile of the entire applicant pool to the profile of the review pool.

d. Where the representation of women or minority candidates in the review pool is substantially less than in the entire applicant pool, the HR representative will advise the search committee on appropriate mechanisms to determine whether substantially equally qualified minority or women candidates are in the non-selected pool so as to ensure their continuing consideration.

e. EEO/AA approval of the review pool must be obtained prior to identifying the final pool of on-campus interviews.

**Identification and Approval of Interview Pool**

28. Search committees may employ reference checking, telephone interviews, or job sampling exercises to determine which quarter-final or semi-final applicants will be considered for on-campus interviews. Reference questions, telephone interview questions, or job sampling exercises should be substantially the same for all candidates and should be included in search documentation. The HR representative can assist in preparing these instruments.

29. Once the search committee has evaluated the quarter-final or semi-final pool of candidates, and selected a final interview pool, the Hiring Official should forward a list of interview candidates to the Search Reviewer for approval and in turn to Human Resources for information. For academic positions, the Dean will approve the list of candidates to be interviewed.

*User Note: Human Resources does not undertake a qualitative review of the composition of the interview pool. This is the responsibility of the Search Reviewer.*

*If HR approval has been obtained for a quarter-final or semi-final pool of candidates from which the final interview pool is selected, HR approval of the final interview pool is not required. If approval has not previously been obtained, the final interview pool must be approved by HR prior to conducting on-campus interviews.*

30. While there is not a minimum number of candidates that must be interviewed, an interview pool of only one candidate must receive approval from the Institutional EEO/AA Officer prior to conducting the interview. Generally, an interview pool of one in favor of an internal candidate is not appropriate when the University has advertised a position publicly. In an open and competitive search with an internal candidate,
departments are expected to interview at least one external candidate in addition to an internal candidate.

**User Note:** *If an applicant turns down an interview or fails to respond to an invitation to interview in a timely manner, the committee may withdraw the invitation to interview, provided the reason for such withdrawal is noted in search records.*

31. **COURTESY INTERVIEWS.**

*Employment interviews conducted by the hiring official as a courtesy to the individual which are not based on the individual's personal merit for the position thwart the University’s commitment to equal employment opportunity and are specifically prohibited.*

**CREDENTIALS VERIFICATION, PREEMPLOYMENT CERTIFICATION, & BACKGROUND CHECKS**

32. **CREDENTIALS VERIFICATION.** The provisions of Title 2, Chapter 5, §5.10.2 of the NSHE Code, require that the University verify academic credentials for faculty or professional staff positions prior to or within 30 days of employment for all positions which require such credentials and that such degrees be issued by accredited institutions. The policy further provides that material misrepresentations or omissions in application materials discovered prior to employment will result in the automatic disqualification of the candidate from further consideration, while post-employment discovery will invalidate the employment contract and result in separation from employment, without appeal or recourse under Chapter 6 of the Code.

**User Note:** *The appointment of academic faculty requires that the university obtain certified transcripts for all academic course work. If the department has obtained transcripts on behalf a candidate, transcripts should be forwarded with the employment document (as specified at paragraph 42). If not obtained previously, the Office of the Vice Provost for Academic Resources is responsible for ensuring that transcripts are on file within 30 days of appointment.*

*The appointment of non-academic, professional staff requires that the university verify the highest degree claimed by the candidate – but does not require transcripts. The Office of Human Resources will verify credentials for non-academic, professional staff within 30 days of appointment.*

33. **PREEMPLOYMENT CERTIFICATION.** The provisions of Title 2, Chapter 5, §5.10.2 of the NSHE Code require that each applicant for employment who accepts an invitation to interview for a position execute a preemployment certification acknowledging the credentials verification policy of the Board and authorizing the institution to verify academic credentials. In furtherance of promoting consistency among the NSHE, the Human Resources Advisory Committee has developed a standard preemployment certification, acknowledging this requirement and including relevant disclosures regarding employment of relatives and conviction records. Hiring Officials are responsible for having each interview candidate execute a copy of the preemployment
certification in advance of an employment interview and maintaining the certifications in departmental search files. The preemployment certification of the selected candidate is forwarded with the employment document (as specified in paragraph 42). See copy attached. [The preemployment certification will be automated in the next version of HRSearch, relieving departments of the requirement to obtain these forms.]

34. **BACKGROUND CHECKS.** The Office of Human Resources will conduct preemployment background checks on request of the Appointing Authority. The requirement for a background check must be included in the position vacancy announcement. Finalists for such positions will be required to sign a “Background Release and Authorization Form” in addition to the Preemployment Certification Form.

A standard background check will include a national criminal records check and criminal county conviction investigation covering the previous seven years. Results of the background investigation will be reported to Human Resources and any information received will be reviewed by Human Resources to determine its relevance to the position under recruitment. Eligibility for further hiring consideration is dependent upon the individual’s criminal record (type offense(s), frequency, time lapse, etc.) and the duties of the position for which the applicant has applied. A conviction record does not necessarily disqualify an applicant from consideration. The applicant is entitled to view the report and must be given an opportunity to provide additional information. Specific guidelines can be obtained from Human Resources.

**HIRING RECOMMENDATION & APPROVALS**

35. **HIRING RECOMMENDATION & SEARCH DOCUMENTATION.**

After interviews are completed, the Search Chair or Hiring Official should forward summary evaluations for interview candidates and the recommendation for hire to the Search Reviewer – with a concurrent copy to Human Resources for certification of the search process. The following documentation should be provided electronically.

**User Note:** Unless specified otherwise by an Appointing Authority or Search Reviewer, physical documents required to support the hiring decision, such as application letter and curriculum vitae or resume, are only submitted with the employment document, after the hiring decision has been approved, as specified at paragraph 42.

a. Composition of the search committee by name, title, & department.
b. A brief narrative summary of the search process including key steps in the screening process and selection criteria.
c. Names of final interview candidates including a brief narrative evaluation of each interview candidate and the rationale for the hiring recommendation. In accordance with Title 4, Chapter 8, §7 of the Board of Regents Handbook, the list of interview candidates must include the race and gender of each candidate (if known).
d. Name of recommended candidate, position number, account number(s), recommended starting date, and annual salary.
e. Names and contact information of references that provided information to the Hiring Official or the Search Committee on behalf of the recommended candidate.

User Note: References must be checked before any “intent to offer” is conveyed to a recommended candidate and before a final hiring recommendation is made.

The appointment of academic faculty must be supported by three written letters of reference. Reference letters are maintained in departmental search files and are not forwarded with the hiring recommendation. Only the names and contact information of references are forwarded with the recommendation for hire. Actual reference letters for the selected candidate are forwarded with the employment document (as specified at paragraph 42).

The appointment of non-academic, professional staff does not require written references. The predominant practice in the recruitment of professional staff is to solicit verbal references only. If a hiring decision has been predicated on verbal references, departments should not ask for written references after the fact.

36. HR AND EEO/AA APPROVAL OF SEARCH.

a. Approval of Non-Exceptional Searches. Human Resources recruitment staff will confirm that the search process complies with the provisions of the University’s EEO/AA policy and these recruitment guidelines and will send a notice of such approval to the Search Reviewer with a concurrent copy to the Hiring Official. HR approval constitutes EEO/AA approval, for searches that conform to the UNLV EEO/AA Plan and these recruitment guidelines. HR approval must be obtained before the Search Reviewer acts on the hiring recommendation or forwards a final recommendation to the Final Appointment Authority.

b. Approval of Exceptions to Search Guidelines. In the event that Human Resources determines that the search process fails to conform to these recruitment guidelines or has been adversely affected by any unlawful discrimination, HR will notify the Institutional EEO/AA Officer who, in turn, will consult with the Search Reviewer to determine if remedial measures can rehabilitate the search process. In the absence of agreement on remedial measures, the EEO/AA Officer shall have authority to suspend the search process, upon notification to the Search Reviewer and Final Appointment Authority.

37. BUDGET APPROVAL. Human Resources will forward the recommended hiring decision to the Budget Office for budget certification. Once both HR and Budget certifications are completed, Human Resources will forward the electronic recommendation for new appointment – together with HR and Budget approval – directly to the Search Reviewer, with a copy to the Hiring Official.

a. If the recommended starting salary is within the current position budget or if budget certification has been completed prior to this point, HR will notify the Search
Reviewer that budget certification has been obtained, at the same time as forwarding HR approval.

b. If the recommended starting salary exceeds the current position budget, the Hiring Official or Search Reviewer must seek the prior approval of the Executive Vice President & Provost or division Vice President and the recommendation for hire should include the source of funds to increase the position budget accordingly.

c. If the position is supported by contract or grant funds (regardless of division), the hiring recommendation (and proposed salary) must be approved by the Office of Research & Graduate Studies. The Hiring Official or Search Reviewer is responsible for obtaining this approval prior to forwarding the recommendation to the Final Appointment Authority.

38. ACTION BY SEARCH REVIEWER. If the Search Reviewer concurs in the hiring recommendation (including proposed starting date and annual salary), the Search Reviewer should forward the electronic recommendation for new appointment (or draft offer letter) to the Final Appointment Authority or to the office responsible for obtaining final appointment approval, as appropriate.

39. ACTION BY FINAL APPOINTMENT AUTHORITY: Upon approval, the Final Appointment Authority should send the electronic recommendation for new appointment to Human Resources with a copy to the Search Reviewer, indicating such approval.

40. TENURE AT HIRE: If an appointment includes tenure at hire, the President’s written approval is required prior to extending a commitment to the candidate.

COMMITMENT TO CANDIDATE

41. The Final Appointment Authority may extend a written offer directly to the selected candidate or authorize the Search Reviewer to extend a written offer of employment to the selected candidate. A copy of the commitment letter to the selected candidate should be forwarded to Human Resources.

*User Note: At the discretion of the Appointment Authority, an offer letter may include a deadline by which the applicant must accept the offer or the offer is automatically rescinded*

*Any communications with the recommended candidate by either the hiring official or search reviewer prior to obtaining approval of the hiring recommendation by the Final Appointment Authority must clearly indicate that such communications are exploratory in nature or represent an “intent to offer” which is subject to approval and does not represent a formal offer of employment.*
CONCLUDING THE SEARCH: E-DOCS, DISPOSITION LETTERS, & RECORDS RETENTION

42. EMPLOYMENT DOCUMENTS: After receiving confirmation that the candidate has accepted the offer, the hiring department should prepare an employment document and route for formal signature approvals. The employment document should be accompanied by the application letter, curriculum vitae or resume, transcripts (if available for academic faculty), reference letters (if solicited in writing), and the preemployment certification.

43. DISPOSITION LETTERS: The Hiring Official is responsible for sending a final disposition letter to each non-selected candidate – either electronically or by regular mail, depending on how applications were received.

44. RETENTION OF SEARCH MATERIALS BY DEPARTMENT: Search files must be kept for a period of three years from the effective date of the appointment resulting from the search process – including copies of each applicant’s letter of interest and curriculum vita or resume, and reference letters (if applicable). Additionally, the departmental search files must include search-related documentation enumerated in Paragraph 35.

   a. If departments received hard-copy or electronic application materials without using HRSearch, the department is responsible for maintaining all candidate materials in either print or electronic media (such as a CD or floppy disk).

   b. If departments are using HRSearch to receive application materials, Human Resources will download candidate materials electronically and maintain these records on behalf of the department.

   c. After HRSearch records are archived, Human Resources will remove the vacancy from the university’s website.

   d. Please note that the employment document, itself, cannot be processed by Human Resources until the department certifies that it has concluded the search in accordance with this section and archived required records.

User Note: The individual notes of search committee members that are intended for their personal use only during search committee discussions are not to be retained with search records. A summary of observations is typically prepared by the search committee secretary or chair, reflecting the committee’s collective perception of candidates and are retained with search records. The summary observations of candidates should reflect the perceptions of the committee as a whole, not the perceptions of individual committee members.

45. RETENTION OF SEARCH RECORDS BY HUMAN RESOURCES. Human Resources is responsible for maintaining a record of each search process, including EEO/AA analyses that have been conducted on applicant pools, for a period of three years from the effective date of the appointment resulting from the search process. HR search records are “process” files and do not include copies of individual letters of interest, curriculum vitae or resumes, or disposition letters.
NEW HIRE APPOINTMENT CHECKLIST. The department is responsible for ensuring that those documents identified by Human Resources are completed for a new faculty or professional staff member. These documents will establish a “minimum record” for HR & payroll. Hiring Departments are responsible for collecting these documents from the Employee and submitting them to Human Resources. The documents and checklist can be found at http://hr.unlv.edu/employment_requiredforms.htm.

Questions concerning faculty and professional staff recruitment may be directed to:

Jen Feldmann          Debbie Powell
Employment Services Coordinator  Director
Faculty & Professional Staff  Academic Personnel
hrsearch@unlv.edu        provostsearch@unlv.edu
702-895-3886            702-895-3777

Recommended by the Office of Human Resources and the Office of Academic Resources:

Sam Connery             Dawn S. Neuman
Associate Vice President  Vice Provost
Human Resources         Academic Resources

Approved by University EEO/AA Officer:

Dr.Juanita P Fain
Vice President for Planning, Diversity and Chief of Staff

Approved as to Form:

Richard C. Linstrom
General Counsel

Approved:

6-30-06  Carol C. Harter
Date        President

Adopted: June 8, 2005
Revised: June 27, 2006
[Original on file in Human Resources]
FACULTY & PROFESSIONAL STAFF SEARCH PROCESS OVERVIEW

Appointing Authority authorizes search

Considersation of Search Waivers & Internal Appointments

Target of Opportunity Program

Confidentiality Guidelines

Hiring Official or Search Chair creates Position Vacancy Announcement (PVA) and determines advertising venues.

Search Reviewer approves the Position Vacancy Announcement (PVA) and advertising venues and forwards to HR.

Human Resources posts PVA to the UNLV website; places advertisements; and confirms placements with department.

Outreach Activities; Internet Based Searches

Nominations

Role of Search Committee

EEO/AA Orientation for search committee & HR Search Training

Search Committee acknowledges applications and sends EEO cards (if not using HR Search).

EEO/AA Review of "quarter-final" or "semi-final" candidate pool

Search Committee selects candidates for on campus interviews.

Search Reviewer approves on campus interview pool.

Interview Pools of One

Courtesy Interviews

Preemployment Certification & Background Checks

After campus interviews, Hiring Official sends recommendation to Search Reviewer and HR.

HR & EEO/AA Approval

HR obtains budget approval, sends EEO & budget approval to Search Reviewer.

Search Reviewer approves Recommendation to Hire.

Final Appointment Authority approves Recommendation to Hire and sends to Human Resources

Final Appointment Authority extends offer to candidate or authorizes the Search Reviewer to extend offer.

Offer accepted; HR removes announcement from website. Department prepares e-doc.

Department sends disposition letters to non-selected candidates.

Department keeps search materials/files for three years.

HR maintains record of search process.

Department submits required records with e-doc.

The numbers in parentheses refer to the paragraph number in the Search Guidelines.
UNIVERSITY OF NEVADA, LAS VEGAS
PREEMPLOYMENT CERTIFICATION

I understand that the Code of the Nevada System of Higher Education (NSHE) governs and is incorporated by reference in all employment contracts and that the Policies of the Board of Regents determine various terms and conditions of employment. I hereby acknowledge constructive receipt of the Code (Title 2) & Policies (Title 4) of the NSHE at http://system.nevada.edu/Board-of-R/Handbook/index.htm.

Certification of Credentials & Qualifications

I certify that all application materials submitted for employment consideration (e.g., letter of interest, curriculum vitae or application, educational and employment records, publications, or work samples) are a true, accurate, and complete representation of my credentials and qualifications. I understand that degrees offered in support of my candidacy must be issued by an institution accredited by a regional, national, professional, or specialized accrediting body and that degrees issued outside the U.S. must be evaluated for equivalency to U.S. degrees.

Acknowledgement of Responsibility to Obtain/Maintain Eligibility to Work in the United States

I understand the NSHE employs only individuals who are lawfully eligible to work in the United States and that employment eligibility will be verified upon employment. If I do not currently have permanent eligibility to work in the U.S., I understand that it is my responsibility to obtain and/or maintain eligibility to work and that loss of eligibility to work at any future date will invalidate my employment contract and result in concurrent separation from employment without recourse or appeal.

Certification or Disclosure Pertaining to Criminal Convictions

I understand that in selected circumstances, convictions for a misdemeanor, gross misdemeanor, or felony related to the duties and responsibilities of a given position may influence consideration for employment. I certify that unless I have submitted a statement about the dates, charges, and circumstances of any such convictions as provided below, I have not been convicted of any misdemeanor, gross misdemeanor, or felony in any jurisdiction (inside or outside the U.S.). CHECK ONE: _____ No Convictions _____ Statement Submitted Under Separate Cover to HRSearch@unlv.edu.

Disclosure of the Employment of Relatives

I understand that the NSHE prohibits the concurrent employment of relatives if one person will be the immediate supervisor or be in the direct line of authority of any relative within the 3rd degree of consanguinity or affinity, including members of the Board of Regents. [The third degree of consanguinity or affinity is defined as spouse, partner, mother, father, brother, sister, or child (including half, step, and in-law relationships in the same categories), first cousin, aunt, uncle, niece, nephew, grandparent, or grandchild.] I certify that I am not related to any other person within the NSHE, within the 3rd degree of consanguinity or affinity, except as disclosed below:

Name & Title of Relative:
NSHE Affiliation of Relative:
Relationship of Relative:

Authorization to Disclose and Verify Application Materials

I understand that any falsification, misrepresentation, or material omission in my application materials (including this certification) or making other false or fraudulent representations in securing employment may be grounds for disqualification of my candidacy or (if discovered after the date of hire) invalidation of any employment contract, without recourse or appeal. I understand that application materials in the NSHE are confidential personnel documents until I authorize their public release. If I accept an interview for the listed position, I authorize the public release of my application materials and name. My signature authorizes UNLV to verify all of my educational and employment records and other application materials, either prior to or following employment, with the understanding that facsimiles or photocopies of this authorization shall be deemed as valid as the original.

Name of Candidate: ___________________________ Signature: ___________________________
Position Applied For: ___________________________ Date: ___________________________
Name in which degree(s) issued (if different): ___________________________
REQUEST FOR SEARCH WAIVER
OR
RECOMMENDATION FOR APPOINTMENT NOT SUBJECT TO A SEARCH REQUIREMENT

Candidate: ____________________________ Start Date: _____________________________

Position Number: _______________________

New Position: _______ YES _______ NO

Title: ______________________________________________________________________

Department: __________________________________________________________________

It is the objective of the Nevada System of Higher Education to conduct internal or external searches for all full-time and part-time professional positions with benefits -- except resident physicians and dentists, post-doctoral scholars, temporary or specified term appointments of one year’s duration or less, and certain promotions & transfers. The final appointing authority, with the approval of the UNLV EEO/AA officer, may waive a search in the best of interest of the institution. Search waivers are reported to the Board of Regents pursuant to Title 4, Chapter 8, §6.2 of the Board of Regents’ Handbook.

REQUEST FOR SEARCH WAIVER (REPORTED TO THE BOARD OF REGENTS):

☐ To obtain special skills. A search waiver may be approved to acquire the services of an individual whose academic, research, or professional qualifications are responsive to an express need of the institution and are so noted in their discipline as to negate a reasonable presumption that a better qualified candidate would result from an open and competitive search.

☐ Reinstatement. An employee may be reinstated to employment without a search, if the employee separated from UNLV within the past 12 calendar months and is returning to the same or substantially similar role within the same department or division, with no material increase in salary.

RECOMMENDATION NOT SUBJECT TO A SEARCH REQUIREMENT (NOT REPORTED TO BOR):

☐ To prevent a critical work stoppage. A specified term appointment up to one-year (not subject to renewal) may be approved to acquire the services of an individual critical to institutional needs when operating requirements are immediate and a public search would result in undue delay or disruption. [The department is committed to conducting an open and competitive search during the specified term appointment period.]

☐ Internal Promotion. An internal promotion may be approved without a public search to promote an individual within the unit, department, or division where such individual serves as a next in line subordinate of the vacant position and for which no similarly situated individuals exist. [Organizational chart must be attached.]

☐ Reassignment or Lateral Transfer. A reassignment or lateral transfer may be approved without a search to reassign an individual within a unit, department, or division (or among divisions with the joint concurrence of division vice presidents) to perform a new role (whether time-limited or continuing in nature and whether position or employee transfers) in order to achieve operational objectives – particularly in the instance of a nine-month faculty member being appointed to a 12-month academic or administrative role.

☐ Post-Doctoral Scholar or Resident Physician and Dentist.

ATTACH THE FOLLOWING DOCUMENTATION AND ROUTE FOR NECESSARY APPROVALS, IN SEQUENCE:

1. A written recommendation from the Hiring Official, including the resume or curriculum vitae of the person you seek to hire without a search, and preemployment certification.
2. In the case of new professional positions, a copy of the Position Description Questionnaire.
3. If more than one department is involved, a statement showing agreement to the proposed hire.
4. In the case of academic faculty, results of faculty vote, if required by Departmental Bylaws.

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<th>Department Chair/Director Recommendation</th>
<th>HR or EEO/AA Approval (Prior to Dean/AVP Review)</th>
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<th>Dean/AVP Recommendation</th>
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Confidentiality Guidelines

For Search Committees

NSHE Confidentiality Policy

As enumerated in Title 2, Chapter 5, §5.6.3 of the Board of Regents’ Handbook, any information or records contained in employment application materials (e.g. letters of interest, curriculum vitae, application, employment and educational records, publications or work samples) submitted for consideration of employment within NSHE are confidential. An individual’s status as an applicant and application materials can only be released pursuant to the written authorization of the prospective employee or a court order signed by a judge with jurisdiction over the matter.

Public Information Disclosure Release

Certain candidates must maintain the confidentiality of their status as an applicant for a position at another institution well into the search process so as to avoid creating disruption within their own institutions. Thus, UNLV’s practice is to notify candidates in advance of soliciting references or background information from any third parties (other than candidate-cited references). This constitutes both a courtesy to the candidate and protects the interests of the applicant's home institution, as well as UNLV.

Once the search committee identifies potential interview candidates (say at least to a semi-final pool), it is typical to solicit references and for the committee to use reference information to help make its final judgment as to the composition of the interview pool. UNLV does not require permission to solicit candidate-cited references. However, as a matter of best practice, we typically notify applicants prior to soliciting references of any kind.

More critically, some search committees desire to solicit references from 3rd persons (not cited by applicants as formal references) as part of our due diligence in selecting the final candidate among interview candidates. Generally, such 3rd party references are conducted only for the candidate the committee expects to recommend for hire. Prior to the search committee undertaking any action which may result in the individual's candidacy becoming known to 3rd persons, the candidate must sign the preemployment certification which authorizes the University of Nevada, Las Vegas to proceed with the release of their candidacy for a vacancy. This affords candidates the courtesy of formal notice prior to any public release of information, as well as the opportunity to withdraw from the search if they prefer their candidacy to remain confidential.

Search Committee Deliberations Confidential

To ensure that search committee members are at liberty to share their views and evaluations of candidates freely and candidly within the committee, committee members must agree and covenant with one another that committee discussions shall remain confidential and not become the topic of conversation outside the committee, itself. Individuals who are unwilling or unable to make such a commitment should decline to participate on search committees.
**Public Communications**

To ensure consistent and appropriate information is provided to university constituents about the search process while it is underway, while preserving strict confidentiality as to the content of the search itself (such as the names of candidates under consideration or the qualitative deliberations of the committee), typically, the Chair of the Search Committee or the Hiring Official (the principal administrator responsible for the recruitment process) are designated as the **only public voices** of the search committee. Individual search committee members must refrain from making any public comments on the search process, without prior authorization.

**Consideration of Candidates by Academic Faculty**

These confidentiality guidelines do not preclude the open discussion of candidates for academic faculty roles in meetings of academic faculty in the hiring department, called expressly for this purpose, as provided in many Departmental Bylaws. However, search committee chairs and hiring officials are responsible for ensuring that any candidate to be discussed has executed the UNLV Preemployment Certification, authorizing the disclosure of his or her candidacy and application materials, in advance of such public disclosure or discussion.

**Confidentiality Acknowledgement & Agreement**

By agreeing to serve on a search committee, particularly for executive job searches, committee members are required to sign a confidentiality acknowledgement and agreement including the following provisions:

- Acknowledgement of their understanding that the identity of applicants and all application materials are confidential personnel documents protected by Title 2, Chapter 5, §5.6.3 of the Board of Regents’ Handbook until the interviewing candidate signs the Preemployment Certification, authorizing the public release of applicant information.

- Acknowledgement that all search committee deliberations of individual candidates are construed as confidential and agreement with other committee members to respect the confidentiality of committee deliberations by refraining from commenting on any such committee deliberations outside of the committee, itself.

- Acknowledgement of their understanding that to ensure the confidentiality of the search process, the Chair of the Search Committee or the Hiring Official (the principal administrator responsible for the search process) are to be the only public voices for the Search Committee and agreement to refrain from making any public comments on the search process.

Questions concerning confidentiality of job searches should be directed to Larry Hamilton, Chief Human Resources Officer, at 702-895-1299 or larry.hamilton@unlv.edu.
University of Nevada, Las Vegas  
Confidentiality Acknowledgement & Agreement  
For Individuals Participating in Employment Searches

Recognizing the balance between confidentiality and public accountability in recruiting the most competitive applicant pools, the NSHE Board of Regents has adopted the following confidentiality and public records provisions (at Title 2, Chapter 5, §5.6.3 of the Board of Regents’ Handbook):

- The identity of applicants and all application materials are confidential and may not be released publicly during search processes without the written authorization of the prospective employee.

- Upon acceptance of an employment offer, information contained in the application materials shall become public records. [NOTE: The UNLV Pre-Employment Certification requires applicants to release application materials upon “acceptance of an invitation to participate in an on-campus interview.”]

Search Committee Members

Members of search committees are required to sign the acknowledgement below of these confidentiality provisions as a prerequisite to obtaining access to application materials through HR Search, the University’s online search support system.

Other Individuals Participating in Employment Searches

Many academic searches entail systematic consultation with departmental faculty (particularly with respect to tenure-track appointments) or auxiliary reviewers across campus (where cross-divisional interest in a given vacancy warrants). These consultations are a necessary and important step in many screening processes. However, it is equally incumbent on departmental faculty or auxiliary reviewers to acknowledge the Board’s confidentiality provisions with respect to application materials. These individuals too are required to sign the acknowledgement below in order to participate in the evaluation of candidates.

Acknowledgement and Agreement

By agreeing to serve on the Search Committee for ___________________________ (position title) or to assist the Search Committee in the evaluation of candidates prior to on-campus interviews, the undersigned hereby acknowledges and agrees to the following confidentiality provisions:

- I understand that the identity of applicants and all application materials are confidential.

- I understand that all deliberations regarding individual candidates prior to on-campus interviews shall be construed as confidential and hereby covenant with search committee members and other departmental faculty to respect the confidentiality search processes by refraining from any public discussion of candidates prior to on-campus interviews.

- I understand that to ensure the confidentiality of the search process, the Chair of the Search Committee or the Hiring Official (the principal administrator responsible for the search process) are to be the only public voices for the Search Committee, and I agree to refrain from making any public comments on the search process.

______________________________   ______________________________
Printed Name        Signature

______________________________
Date

Note: Once a candidate accepts an invitation to participate in an on-campus interview, the UNLV pre-employment certification includes the applicant’s authorization to publicly disclose his or her status as an applicant and to discuss his or her candidacy publicly; and this confidentiality agreement expires. This confidentiality agreement should be retained in departmental search files.