

## ACADEMIC AND ADMINISTRATIVE FACULTY SEARCH GUIDELINES

These search guidelines are adopted under the authority of Title 2, Chapter 5, §5.4.1 of the NSHE Code. Please visit the [UNLV Recruitment and Resources Page](#) for detailed information on the search process and related Workday tasks.

### 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.
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 finalist 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. **DIVISION OF HUMAN RESOURCES.** The Division 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 director of equal employment opportunity and title IX 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 Division 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, AND RECOMMENDATIONS FOR APPOINTMENTS NOT SUBJECT TO A SEARCH REQUIREMENT***

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. Visit [search waiver process](#) for procedures and Workday tasks.
  - 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 on- going 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.

***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***

*concurrence of the President, has agreed that all Head Coach positions will be recruited on an open and competitive basis.*

- 4) Confidential Professional/Special 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 the Division of 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.

*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.*

## **CONFIDENTIALITY GUIDELINES**

12. 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 acknowledgment of the Board of Regent's confidentiality policy prior to reviewing application materials. Review the full Confidentiality Guidelines on page 17.

## **JOB AD TEMPLATES**

13. The term "job ad" refers to the full description of the position which includes, in part: duties and responsibilities, areas of specialization desired, minimum and preferred qualifications, and, profile of the university and department, salary range, and application instructions. The [job ad template](#) is typically drafted by the hiring official search committee, or search committee chair. The Division of Human Resources is available to assist in preparing job ads on request.
  - a. The job ad must be approved by the search reviewer prior to publication.
  - b. For academic faculty, job ads must conform to the "faculty recruitment plan" approved by the Provost including title, rank and terminal degree, if applicable.

14. To ensure compliance with State and University policies, job ads must include the following elements:

a. **Title and Description of Role, including Principal Duties and Responsibilities.**

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” or “Business Analyst”, the department may not offer the position at the “Associate Professor” rank or “Senior Business Analyst”. However, positions may be advertised with multiple title options, like “Assistant/Associate Professor” or “Business/Senior Business Analyst” 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 academic and administrative faculty 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 job ads must include explicit reference to this requirement. Appointing authorities exercise discretion to determine whether degree-equivalents are acceptable.

Degree Equivalents. Job ads for *academic faculty* positions generally will NOT ALLOW for degree equivalents, unless specified otherwise in advance by the appointing authority. Job ads for *administrative faculty*, WILL ALLOW for degree equivalents, unless specified otherwise in advance by the appointing authority. If degree equivalents are not included in the job ad, the department may not subsequently consider degree equivalents. Degree equivalencies for *postdoctoral scholar* positions are not permitted.

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.

*Foreign Nationals. 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/job posting date. The objective is to start the screening process; not state a deadline for applications.

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.**

Job Postings should include language similar to the following, depending on whether the department is using email, or Workday to receive candidate materials:

- 1) For email receipt: “Application materials should be addressed to [Name/Optional], Search Committee Chair, at [insert email address].
- 2) For job postings in Workday: “Application materials should be addressed to [Name/Optional], Search Committee Chair, and submitted online at: [insert link to Workday job posting]. For assistance with UNLV's online applicant portal, contact your primary recruiter at [insert contact information].

**f. References.**

References checks should be performed for finalists prior to any job offer. The predominant labor market practice for academic and administrative faculty positions is to solicit references verbally, rather than in writing, and this practice is encouraged. Written references are not required unless specifically requested by a Dean for certain types of hires, e.g. hires with tenure.

**g. Salary Ranges.**

The advantage of posting the salary or salary range is it limits the recruitment pool to candidates who are likely to apply and accept the position, given material salary constraints, if applicable, in relation to expected market value.

If an explicit salary range is specified in the job posting, 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.

## ***AD PLACEMENT***

15. DETERMINING AD PLACEMENT. Hiring Officials, with the concurrence of the search reviewer or designee, determine where position advertisements should be placed as well as other supplemental recruitment strategies.

For academic faculty searches only, *U.S. Citizenship & Immigration Services (USCIS)* requires at least one print advertisement, (not simply a University website posting) or a 30-day online ad, in a national professional journal in order to sponsor a foreign national for permanent residence (aka green card).

The advertisement must state the position title, duties, and qualifications. Note that any foreign national chosen for an academic faculty (teaching) position at UNLV must have met each and every minimum and preferred qualification stated in the advertisement as of the date of offer, in order to avoid the cumbersome and expensive regulatory process of re advertising. Since candidates who are hired typically do not possess each and every preferred qualification, incorporating a long list of preferred qualifications that do not contain a disjunctive “or” or “and/or” should be strictly avoided in the advertisement.

For candidates who have not yet completed all requirements for the Ph.D., the advertisement should indicate that the institution will consider “all but dissertation” or ABD candidates. **Copies of the advertisement should be retained by the hiring unit, as these will be requested during the sponsorship request.**

- a. The Chronicle of Higher Education remains a primary advertising outlet for many academic disciplines but may be replaced with academic or professional journals in disciplines where such journals are the “definitive” source for position announcements.
- b. The Division of Human Resources automatically posted on HigherEdJobs.com and Nevada Job Connect. All other online job postings are supplemental.
- c. Review [list of diverse organizations](#) for additional outreach sources.

16. APPROVAL OF THE AD: It is the role of the search reviewer and appointing authority to approve the job ad and advertising venues.



17. PLACEMENT OF THE AD. Human Resources will post the job ad to the Workday career site(s), HigherEdJobs.com, and Nevada Job Connect. HR will coordinate all advertisements in the specified publications; confirm ad placements with the department; and forward to the university's ad vendor for a cost quote. Vendor will send invoices directly to the department for payment.

***OUTREACH ACTIVITIES, APPLICANT SOURCING, NOMINATIONS***

18. 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 diverse organizations](#). Primary Recruiters are available to discuss appropriate outreach strategies.

19. APPLICANT SOURCING. Search Committees may use online sources/social media as an additional marketing or advertising tool to augment job ads (LinkedIn, Indeed, etc....) provided such use is limited to identifying potential candidates for UNLV employment opportunities, and that a link to the Workday job posting is included to direct applicants to apply. Search committee members may not print resumes from online sources or evaluate applicants, until a formal application is received in Workday.

20. **NOMINATIONS & DEFINITION OF AN APPLICANT.** To ensure compliance with the Equal Employment Opportunity Commission (EEOC) and Office of Federal Contract Compliance Programs (OFCCP) guidelines, only those individuals who apply for a specific employment opportunity under recruitment, as provided in the job ad, 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 employment opportunity. However, to be considered for a given position, the nominee must apply for the specific employment opportunity under recruitment, as provided in the job ad. Nominees are not considered applicants under UNLV policy.

### ***ROLE & COMPOSITION OF SEARCH COMMITTEES***

21. 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 form](#) 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.
- 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.

*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.

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

- 22. SEARCH COMMITTEE KICKOFF MEETING. The search committee chair should schedule an organizational meeting with the search committee and prior to the first material screening decision. It is recommended to invite the primary recruiter to cover HR compliance topics and answer any procedural questions.

### ***EEO/AA REVIEW***

- 23. Each search must undergo an EEO/AA review performed in Human Resources, prior to any finalist interviews, in which the race and gender demographics of the entire applicant pool may be compared to the race and gender demographics of the finalist pool.
  - a. Where the representation of women or minority candidates in the finalist 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.
  - b. EEO/AA approval of the finalist pool must be obtained prior to conducting interviews, either virtually or on campus.

### ***IDENTIFICATION AND APPROVAL OF FINALST INTERVIEW POOL***

- 24. Search committees may employ phone/virtual interviews, or job sampling exercises to determine which quarter-finalists or semi-finalists will be considered for on-campus interviews.
- 25. Phone/virtual interview questions, or job sampling exercises should be substantially the same for all candidates and should be included in the search file. The primary recruiter can assist in preparing these instruments.
- 26. [Reference checks](#) may be performed for semi-finalists and reference check questions should be substantially the same for each semi-finalist and included in the search file.
- 27. For academic positions, the Dean will approve the list of candidates to be interviewed.

*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 or final round (finalists) interviews.*

28. 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 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.

*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 the search file.*

29. 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, PRE-EMPLOYMENT CERTIFICATION, & BACKGROUND CHECKS**

30. CREDENTIALS VERIFICATION. The provisions of Title 2, Chapter 5, §5.10.2 of the NSHE Code, require that the University verify academic credentials for academic and administrative faculty 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.

*The appointment of academic faculty requires that the university obtain certified transcripts for all academic coursework. If the department has obtained transcripts on behalf of a candidate, transcripts should be forwarded to the Office for Academic Resources. If not obtained previously, the Office for Academic Resources is responsible for ensuring that transcripts are on file within 30 days of appointment.*

*The appointment of administrative faculty requires that the university verify the highest*

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

31. PRE-EMPLOYMENT CERTIFICATION FOR SEARCHES CONDUCTED OUTSIDE OF WORKDAY. 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 executes a [pre-employment certification](#) acknowledging the credentials verification policy of the Board and authorizing the institution to verify academic credentials. Hiring Officials are responsible for having each interview candidate execute a copy of the pre-employment certification in advance of an interview and maintaining the certifications in departmental search files. The pre-employment certification of the **selected** candidate should be forwarded to [unlvHRRecruitment@unlv.edu](mailto:unlvHRRecruitment@unlv.edu).

NOTE: The pre-employment certification questions is not required to be completed for applicants who apply in Workday.

32. BACKGROUND CHECKS. The Division of Human Resources will conduct pre-employment background checks on request of the appointing authority. The requirement for a background check should be included in the position job ad. Finalists for such positions will be required to electronically sign a background release and authorization form provided through a background check process integrated in Workday.

A standard background check will include a national criminal record check and criminal county conviction investigation covering the previous seven years. Results of the background investigation will be reported and reviewed by the Division of 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.

## ***HIRING RECOMMENDATION & APPROVALS***

33. HIRING RECOMMENDATION & SEARCH DOCUMENTATION.

After interviews are completed, the search chair, Hiring Official, or designee should forward summary evaluations for interview candidates and the recommendation for hire to the search reviewer.

- 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.

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

***If a hiring decision has been predicated on verbal references, departments should not ask for written references after the fact.***

#### 34. HR AND EEO/AA APPROVAL OF SEARCH.

- a. Approval of Exceptions to Search Guidelines. In the event that the Division of Human Resources determines that the search process fails to conform to these search 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.

#### 35. ADDITIONAL BUDGET APPROVAL.

- a. If the recommended starting salary exceeds the current position budget, the hiring official, search reviewer, or designee 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.
- b. 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 the vice president for research. The hiring official, search reviewer, or designee is responsible for obtaining this approval prior to forwarding the recommendation to the final appointment authority.

36. ACTION BY SEARCH REVIEWER OR DESIGNEE. If the search reviewer concurs in the hiring recommendation, including proposed starting date and annual salary, the search reviewer or designee should forward the recommendation for new appointment to the final appointment authority or to the office responsible for obtaining final appointment approval, as appropriate.

37. ACTION BY FINAL APPOINTMENT AUTHORITY: Upon approval, the final appointment

authority should send the recommendation for new appointment to the search reviewer or designee, indicating such approval.

38. 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***

39. Salary and the employment offer (contract) are both initiated by the search reviewer or designee, and routed for approvals in Workday. The contract is sent to the candidate in Workday.
40. *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: DISPOSITION NOTIFICATIONS & RECORDS RETENTION***

41. DISPOSITION NOTIFICATIONS: The search chair or designee is responsible for disposition/notifying each applicant and non-selected candidate in Workday or electronically depending on how applications were received.
42. 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), the signed confidentiality agreement forms, evaluation forms used during the selection process, interview questions, completed reference check, and the search summary report.
- a. If departments received application materials without using Workday, the department is responsible for maintaining all materials and additional materials enumerated above in either print or google drive.

***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 coordinator 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.***

43. 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.

44. HIRING/ONBOARDING. All hiring and onboarding tasks are completed in Workday. Departments should reference [Welcoming Your New Employee](#) for tips on a successful onboarding experience.



## **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 3<sup>rd</sup> persons (not cited by applicants as formal references) as part of our due diligence in selecting the final candidate among interview candidates. Generally, such 3<sup>rd</sup> 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 3<sup>rd</sup> persons, ***the candidate must be notified or requiring to sign the [pre-employment certification](#), if the candidate did not complete an application in Workday, 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 search 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 [Pre-Employment 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](#) 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 pre-employment 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 search committee chair 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 the vice president for human resources and chief people officer.