I. A “Personnel Appointment Request” (PAR) form should be completed and sent to Human Resources, who will forward it to the appropriate administrators for approval. Copies of the form are available from Human Resources.

II. Once the completed form is received, the Director, Human Resources and the Director, Affirmative Action will issue an “Authority to Recruit” memorandum outlining the appropriate hiring procedures.

III. The hiring official should recommend a Search and Screen Committee to the Director, Human Resources and the Director, Affirmative Action. A reasonable effort should be made to constitute a committee that reflects the diversity of the campus.

A. The Committee should include a minimum of three (3) members. The hiring official should not be a member of the Committee. Committee members should be willing to complete the process within the hiring official’s time line.

B. The Committee serves in an advisory capacity to the hiring official.

C. The Director, Affirmative Action is an ex-officio member of all Search and Screen Committees.

D. Either the Director, Human Resources and/or the Director, Affirmative Action should attend the first meeting of the Committee to review relevant policies and guidelines. Copies of these guidelines can be obtained from the Affirmative Action Office. Please provide a reasonable time table for the Director(s) to schedule attending this initial meeting.

E. The hiring official should explain the responsibilities of the position and the qualification requirements.

F. With the approval of the Director, Affirmative Action; the Director, Human Resources may assist the Committee and the hiring official with screening candidates.

IV. All positions should be advertised to attract an adequate applicant pool and should include the statement, “An Affirmative Action/Equal Opportunity Employer”.

A. The Director, Human Resources and the Director, Affirmative Action should approve all advertisements and job postings, which may be prepared before the Search and Screen Committee is named.

B. Human Resources will mail copies of the job posting to a list of organizations assisting people with employment in the metropolitan area, including those serving minority group members and females. Human Resources will also place an advertisement in Sunday editions of the South Bend Tribune and Elkhart Truth. In consultation with the Director, Affirmative Action the hiring official may place
additional advertisements and distribute copies of the job posting with any costs charged directly to the department of the hiring official.

C. Human Resources will place the job posting in the ‘job opportunities’ section of their webpage and as well on HigherEdJobs.com.

D. The job posting will outline the process for submitting applications and additional requirements for the application process. Once the deadline has passed the Office of Human Resources will pass along any applications received to the search and screen committee.

V. The Search and Screen Committee should assure that the application materials of all candidates are complete.

A. The hiring official should assure that an Applicant Monitoring form (AMF) and a letter explaining the purpose of the AMF are sent to each applicant as their application materials are received. AMF are used to help track our progress in taking affirmative action to overcome the discriminatory effects of traditional policies and procedures with regards to the disabled, minorities, women and Vietnam-era veterans. Vital to achieving success with our affirmative action plan is in receiving a high number of AMF’s in return.

- A copy of the AMF and the letter are available through the Affirmative Action office or can be found on its web page. 
  [http://www.iusb.edu/~aaoffice/searchandscreen.shtml](http://www.iusb.edu/~aaoffice/searchandscreen.shtml)
- If applicants provide an email address, IU South Bend prefers that the AMF be emailed to the applicants along with a signed cover letter from the Search and Screen Committee Chair. Scanned signatures are acceptable.
- If applicants do not provide an email address, send the AMF and the signed cover letter along with a return envelope via the U.S. Postal Service.
- The job title of the vacant position and the department that the position will reside should be typed or stamped on the corresponding lines (see boxed area) on the form. This will allow the Affirmative Action office to file each form in the correct position folder for future needs.
- If the AMF is emailed, have applicants return the document via email to [aaoffice@iusb.edu](mailto:aaoffice@iusb.edu). If the AMF is sent via U.S. Postal Service a return envelope should be addressed to the attention of the Affirmative Action office.

B. The review of application materials should begin after the application deadline or after a reasonable period if no deadline was specified.
C. The Search and Screen Committee can establish a cut-off date after which application materials will not be considered as long as this date is uniformly and consistently applied. Conversely, the Committee may elect to review application materials that were submitted after the cut-off date as long as all late applications are reviewed in the same consistent and uniform manner.

D. The Chair of the Search and Screen Committee should recommend a short list of candidates to be interviewed to the hiring official. The recommendation should include an evaluation of each candidate and documentation as to the reasons each was selected or when appropriate not selected.

E. The hiring official should secure Human Resource and Affirmative Action concurrence to interview candidates (outlining reasons for any modification in the list recommended by the Committee). The Director, Human Resources and the Director, Affirmative Action reserve the right to request additional clarification or suggest additional candidates for interview.

F. It is expected that three (3) or more candidates will be interviewed for each opening, keeping in mind cost factors and the availability of qualified candidates.

G. The Search and Screen Committee should submit the proposed interview schedules to the Vice Chancellor/Hiring Official, the Director, Human Resources and the Director, Affirmative Action for approval.

H. The Search and Screen Committee should prepare and appropriately publicize the approved candidate interview schedules.

I. Upon completion of the interview process, the Search and Screen Committee should submit to the hiring official a summary of the strengths and weaknesses of each candidate interviewed. Professional staff positions also call for approval from the next level supervisor up to and including the Vice Chancellor of that unit.

J. Only the Chair of the Search and Screen Committee, the hiring official, or the Director, Human Resources should respond to candidate inquiries about reasons for rejection or the status of the search.

- If applicable, the hiring official has the candidate complete a W-9 for reimbursement of any interview travel expenses.
VI. The hiring official must submit an evaluation of interviewed candidates and a rationale for making an appointment to the Director, Human Resources and the Director, Affirmative Action for endorsement. In the event no candidate is selected, this decision should also be documented.

VII. A verbal offer of employment may be made by the hiring official only with the endorsement of the Director, Human Resources and the Director, Affirmative Action and with approval by the Chancellor.

VIII. The hiring official should assure that a candidate’s prior employment and education credentials have been verified before making a verbal offer of employment. The Office of Human Resources will perform a background check for criminal history and sex offender records and can assist with education verification if requested.

IX. With these approvals and validation of references, the hiring official extends a verbal offer of employment. Upon acceptance of the verbal offer, the candidate must sign a ‘Background Check Consent Statement’ (w:\FORMS\HumanRes\Background Check Consent Statement.pdf) to which the candidates social security number and date of birth is added. This form is given to Human Resources who then conduct criminal history background investigation and sex offender registry check.

X. When the hiring official receives acceptance of a verbal offer of employment, he or she should inform the Director, Human Resources and Director, Affirmative Action of this fact. Human Resources will then send an official offer of employment letter to the selected candidate.

XI. The hiring official should assure that all candidates who were not hired are sent letters informing them that the search has been concluded. All files developed during the hiring process should be maintained in the office of the hiring unit for three (3) years.

XII. The hiring official completes the appointment by submitting an e-doc; Employee Personnel Date form; State of Indiana Withholding Exemption; W-4; I-9 and a financial institution direct deposit form to Human Resources.

Approved by the Chancellor, August 13, 2008