

# Office of Institutional Equity

## Guide for IUB Academic Searches

Updated: November 2021

# Contents

|  |    |
|--|----|
| I. Search Committees.....                            | 2  |
| A. Committee Composition.....                        | 2  |
| B. Committee Responsibilities .....                  | 2  |
| C. Committee Charge .....                            | 3  |
| D. Committee Size.....                               | 3  |
| E. Maintaining Confidentiality .....                 | 3  |
| F. Conflict of Interest .....                        | 4  |
| II. Position Advertisement.....                      | 4  |
| E-Doc Approvals .....                                | 4  |
| A. Stating Qualifications .....                      | 5  |
| B. Advertisement Requirements .....                  | 5  |
| C. Setting Timelines .....                           | 5  |
| D. Required AA/EEO/Non-Discrimination Statement..... | 6  |
| E. Advertising.....                                  | 6  |
| F. Visa Requirements .....                           | 7  |
| III. Candidate Evaluation.....                       | 8  |
| E-Doc Approvals.....                                 | 8  |
| A. Organizing Applications.....                      | 8  |
| B. Evaluating Applications.....                      | 8  |
| C. Interviewing Candidates .....                     | 9  |
| D. External Checks.....                              | 10 |
| IV. Preparing the Offer.....                         | 11 |
| E-Doc Approvals .....                                | 10 |
| A. Negotiating the Offer.....                        | 11 |
| B. Salary Equity .....                               | 12 |
| C. The Offer Letter .....                            | 12 |
| D. Rejected Offer.....                               | 12 |
| E. Failed Search.....                                | 12 |
| F. Notification of Unsuccessful Candidates .....     | 12 |
| V. Search Waivers.....                               | 13 |
| E-Doc Approvals.....                                 | 13 |
| A. Criteria.....                                     | 13 |
| Appendix .....                                       | 13 |
| A. Resources.....                                    | 13 |
| B. IU Policies for Reference.....                    | 13 |
| C. Search Firm Guidelines .....                      | 13 |

# INTRODUCTION

The mission of the Office of Institutional Equity (OIE) is to protect the rights of each individual and to ensure their equal access in all aspects of employment, education, and participation within the university. OIE works with the IU Bloomington Office of the Vice Provost for Faculty and Academic Affairs (VPFAA) to ensure that academic hiring practices conform with our federal and state obligations, to promote best practices toward creating diverse applicant pools and a diverse work force, and to support an equitable work environment. This guide provides instructions for conducting fair and equitable searches, maintaining proper documentation, and the steps necessary to obtain approvals from OIE through this process.

## I. SEARCH COMMITTEES

Search committees are the preferred and expected means of facilitating academic searches at Indiana University. They provide the most efficient mechanism for assessing large volumes of job applications and help to leverage diverse perspectives, expertise, and backgrounds of committee members to advance a fair and unbiased process.

### *A. Committee Composition*

Committees should be constructed to reflect both the area of expertise of the position under recruitment and the diversity of Indiana University more widely. Multiple studies have shown that diverse search committees are more likely to generate a robust and heterogeneous candidate pool. As such, it is expected that the committee has a balanced makeup in terms of gender and race, as well as those with differing perspectives and backgrounds. This is an essential first step in undertaking an equitable search process.

In the event there is not adequate diversity among existing members of the department to form a diverse committee; the committee chair should consider asking faculty members from related departments to serve on the committee. Graduate students or post-doctoral fellows may likewise be invited to serve on either search committees or advisory committees as a means of acquiring additional diverse perspectives.

To support the search committee's efficient functioning, it should have a member with prior campus search experience or training, as well as members who are knowledgeable about Indiana University's hiring and Equal Employment Opportunity/Affirmative Action policies and practices. Online training is encouraged for all search committee members.

### *B. Committee Responsibilities*

It is the responsibility of the search committee to attract, evaluate, and recommend the best candidate for a position. To meet this responsibility, the committee must:

- draft a concise position description that does not exclude women, veterans, or minority applicants, or persons with a disability;
- attract a broad and inclusive candidate pool through proactive advertising methods;
- use fair, objective, and uniform procedures to evaluate candidates;
- complete the search process in a reasonable amount of time; and
- maintain appropriate confidentiality.

### C. Committee Charge

When either the appointing official or the search chair charges the search committee with its duties regarding the specific search, it is important to highlight that throughout the process committee members serve as a representative of the university and must reflect the values and mission of the institution in their dealing with candidates. For this reason, every search committee charge should include the review and reference to Indiana University's Non-Discrimination/Equal Employment Opportunity/Affirmative Action Policy.

Information provided to the search committee should additionally include the following details:

- position information (title, reporting line, duties, requirements);
- particular skills needed for the position (e.g., areas of research expertise);
- how the search relates to the long- and short-term goals of the department;
- diversity initiatives of the department;
- financial resources available for the search;
- guidelines for maintaining confidentiality;
- search schedule;
- the geographic scope of the search;
- campus, school, and department governance and approvals required for the search process;
- approximate number of candidates to be interviewed; and
- identification of the person with authority to make the decision and appointment;
- and a reminder that the final authority to approve an offer rests with the campus.

For executive level searches, representatives from OIE are available to attend the charge meeting or other early search committee meeting to discuss equal opportunity and affirmative action concerns, procedures, and recruitment strategies, and for other searches, OIE staff are available for consultation and assistance.

### D. Committee Size

Generally, search committees should consist of no fewer than three people, including the chair of the committee, except for post-doc positions which may have the supervisor as the sole search committee member. Practically, the committee should not include so many members that schedules and discussions cannot be managed effectively, but should have enough members to ensure diverse perspectives and insights. No matter the size, providing an odd number of members on the committee will be of benefit when voting is required.

### E. Maintaining Confidentiality

The committee should be advised about confidentiality. While it may be permissible to discuss candidates with other members of the faculty at certain points in the search process, these discussions should not involve students who are not members of the search committee. Candidates should not be discussed with other candidates or with colleagues outside the department or the institution. Good candidates may withdraw if they believe their candidacy is not treated confidentially. This is especially important when there are internal candidates for a position. Email, texts, or other forms of messaging should not be used to discuss candidates. Except for indicating if a candidate does not meet the minimum qualifications, comments about candidates should be reserved for meetings, not put into the hiring system.

## *F. Conflicts of Interest*

It is expected that a search committee does not include members with potential conflicts of interest that result in the perception of preferential treatment. Such conflicts could include personal relationships with potential applicants such as a spouse, family member or close friend, as well as professional relationships such as student advisors/advisees, colleagues, or research collaborators. Search committee members should not write recommendation letters for applicants. All members should disclose any potential conflicts of interests as soon as possible, and at any time a conflict is identified, the committee member must step down from the committee. While the affected committee member may attend other interactions with the candidates (e.g., social meetings, job talks, presentations), they may not attend meetings where candidates are discussed and/or evaluated for selection.

The IU Conflicts of Interest and Commitment policy prohibits nepotism which is the supervision or influence over an academic appointee or employee by another university academic appointee or employee with whom they have a familial or personal relationship (romantic/intimate relationship). Influence in the employment situation may concern issues such as hiring, promotion, supervision, evaluation, determination of salary, or working conditions. Academic appointees or employees with familial or personal relationships should not be appointed or transferred to a position that creates a potential situation of nepotism without an approved management plan to avoid instances of supervision or influence. If the search committee becomes aware of a potential nepotism concern, they should inform department leaders who can consult with the IU Compliance Office to determine if a management plan is feasible.

## II. POSITION ADVERTISEMENT

Searches should seek to generate a broad and inclusive candidate pool in order to increase the likelihood of finding the best person for the position. At the start of the search process, the position description should be reviewed by the search committee to ensure that it accurately reflects current department needs and future directions. Committees should not recycle old descriptions that could have the effect of discouraging minority or female candidates or an individual with a disability, or that has inaccurate job requirements. Search committees should be careful not to frame the search as a "replacement" for a departing colleague, which could create an unduly narrow or niche definition of the specializations needed and, in turn, may discourage people from applying. Duties or responsibilities such as teaching assignments, research expectations, service expectations, or department responsibilities should be highlighted, especially if important or unusual.

### **E-Doc Approvals – Vacancy Notice**

Before posting the job in PeopleAdmin and posting any advertisements, the Vacancy Notice form should be completed by the department's designated processor within the E-Doc system, indicating the recruitment plan for the search. The notice should include the text of the vacancy announcement and identify any places it will be advertised. The search committee chair, along with all search committee members should be identified. (If the position will not be posted in PeopleAdmin, such as when a search firm is used for executive positions, the Vacancy Notice must still be submitted with this information.)

Once the Vacancy Notice form is submitted, it routes first to the School/RC for approval, after which it will be routed to OIE for approval, followed by the Office of the Vice Provost for Faculty & Academic Affairs. OIE assigns an OAA number which is used by OIE to track the search and identify it in PeopleAdmin. After all the approvals have been made, the form will route back to the department initiator for acknowledgement. The initiator will receive an email letting them know there is something in their box. The OAA number will be entered with the job posting in PeopleAdmin, and any advertisements can be placed.

OIE will provide the search committee chair and the department chair with utilization data indicating if the position is underutilized for women and/or minorities so that increased efforts can be made to attract a diverse applicant pool.

### A. Stating Qualifications

All qualifications must be strictly job-related. All descriptions of the position in advertisements or announcements must include the minimum or required qualifications. If preferred qualifications are included, there should be wording indicating which qualifications are required and which are preferred. (note Section E for positions that may include visa sponsorship) Consider if adjectives used may discourage a specific gender from applying.

Education requirements should be clearly defined including whether ABD candidates will be considered. If possible, it is best to be flexible about arbitrary numeric measures such as years of service -- this may exclude otherwise qualified candidates.

Physical requirements should generally be avoided except as may be essential the particular position. Any physical requirements should be written to convey the actual requirements of the position without limiting the physical demands to certain abilities. OIE will review any physical requirements for ADA compliance to ensure they are necessary for the position and are not unduly restrictive. Note that accommodations are available in the hiring process for individuals with disabilities and departments should contact VPFAA or OIE for assistance.

Indiana University's commitment to diversity can be noted through preferred qualifications such as:

**“Demonstrated success working with a diverse faculty and student populations.”**

**“Experience working in a diverse workplace.”**

**“Ability to contribute positively to a multicultural campus.”**

**“Experience with a variety of teaching methods and curricular perspectives.”**

**“Need to interact with a diverse student and faculty community.”**

**“Experience with specific scholarly areas [e.g. Latinx studies, Asian history, health care in communities of color, etc.]”**

### B. Advertisement Requirements

The following items must be included in all forms of recruitment announcements or advertising related to the position:

- Indiana University
- name of department
- title of position and appointment type
- expected appointment start date
- accurate description of duties and responsibilities
- minimum qualifications (although others may be listed as well)
- education requirements
- contact information (i.e. phone, email)
- timelines (i.e., for best consideration date)
- link to the position in university application site (PeopleAdmin)
- AA/EEO/Non-Discrimination statement
- Whether immigration sponsorship is available

### *C. Setting Timelines*

An early posting of advertisements allows for a broader application window. This mitigates the risk of rushed decisions, administration errors, visa delays, and scheduling conflicts. This also increases the likelihood of a larger and more inclusive pool of candidates. Deadlines for applicants to submit their application materials for all academic positions should be set no earlier than two weeks from the posting (note Section E below regarding advertising for positions that may include visa sponsorship).

One of the following statements regarding application deadlines should be included:

**“Applications received by (date) will be assured full consideration, however the search will remain open until a suitable candidate is found.”**

**“Review of applications will begin (date). The search will remain open until the position is filled.”**

**“Review of applications will begin immediately.”**

All applications received after the deadline must be treated consistently; for example, if one late application is reviewed, all late applications should be reviewed.

### *D. Required AA/EEO/Non-Discrimination Statement*

The following statement will appear in People Admin automatically, but MUST be included on any external posting advertising the position:

**"Indiana University is an equal employment and affirmative action employer and a provider of ADA services. All qualified applicants will receive consideration for employment based on individual qualifications. Indiana University prohibits discrimination based on age, ethnicity, color, race, religion, sex, sexual orientation, gender identity or expression, genetic information, marital status, national origin, disability status or protected veteran status."**

### *E. Advertising*

All academic openings must be posted in PeopleAdmin unless the University has contracted a search firm to coordinate the application process, and in such case, the search committees should still participate in the advertising planning process. If a position posting will not appear in PeopleAdmin, search firm information should be included on the Vacancy Notice.

Academic postings may also be advertised externally, which is the responsibility and at the cost of the department. Search advertisements can be online; print ads are no longer required. Tenure/tenure-track faculty positions and other academic positions involving college-level instruction (excluding visiting and adjunct faculty) where the person appointed may need visa sponsorship, require recruitment and must be advertised at a national level. In addition, a national search for a visiting position is encouraged if that position may be converted into a permanent position.

In accordance with [ACA-77, Advertising Policy for Academic Instructional Positions](#), if the position could potentially include visa sponsorship, the advertising plan must include a national professional journal (such as *The Chronicle of Higher Education*), which contains articles, not just job postings. The ad must be posted for at least 30 calendar days on the journal's website, and documentation of the ad and the relevant posting dates should be retained. Only minimum requirements for the position can be listed. Preferred qualifications cannot be listed nor can any of the criteria be subjective (eg., demonstrated success in working with diverse student population). The

criteria must be objective and measurable (e.g., one year of experience in working with diverse student populations). Consider having the advertisement reviewed by the Office of International Services or the Office of the Vice President and General Counsel to ensure it meets visa requirements.

Other academic positions outside the tenure/tenure-track and teaching ranks (i.e., research associates, post-docs, etc.) should use multiple resources to advertise widely, including websites and contacts that encourage candidates from diverse backgrounds to apply (women, minorities, veterans, and individuals with disabilities.) These positions should have an application deadline no earlier than two weeks from when the advertisement appears.

Positions posted on People Admin are automatically posted to:

- The Higher Education Recruitment Consortium (HERC) (<https://www.hercjobs.org>), an academic recruiting service
- Insights into Diversity
- Higher Ed Jobs
- Work Force One (state job board)

In addition, the following are recommended types of recruiting resources:

- **Targeted Sources**  
There are general academic publications focused on women and minority populations in higher education, such as *Diverse Issues in Higher Education* and *Women in Higher Education*. Many discipline-specific organizations also have specific recruitment venues for diverse groups; check organizational websites for these sections. Consider recruiting resources for veterans and individuals with disabilities as well.
- **Discipline-specific Publications**  
Academic positions should also be posted in discipline-specific organizations, journals, and/or websites. There is no requirement to pay for these postings, however, departments should consider the most widely accessed job posting locations in their discipline.
- **Direct/Email Announcements**  
Direct contact with comparable departments at other Big Ten universities or peer institutions is recommended for reaching prospective candidates as these announcements will most likely be posted to graduate student sites. They should be treated like any other announcements and include all the above information including the EEO statement, requirements, and application deadlines.
- **Colleague Contacts**  
A recruitment plan should include having department faculty members contact colleagues to publicize an opening with their students and to solicit nominations of potential candidates. Direct contact from a search committee or a referral by a faculty colleague has been shown to increase applications by diverse candidates.
- **Conferences**  
When attending conferences, faculty members should use the opportunity to seek potential new department members. Faculty members should encourage potential candidates to apply and give them a business card or position announcement so they will have a personal contact in the department. Additionally, conferences are an excellent place to connect with colleagues to solicit nominations.

## *F. Visa Requirements*



If the search is likely to result in international candidates, the search committee should seek advice from the Office of International Services (OIS) regarding visa requirements. It is the policy of Indiana University that only individuals who are U.S. citizens or permanent residents may be granted tenure. Non-U.S. citizens who are not permanent residents in tenure-track positions may continue to progress in probationary tenure status but may not be granted tenure until permanent residence in the U.S. has been obtained. When appointments to positions with tenure are offered to non-U.S. citizens who are not permanent residents, they will be temporarily appointed to tenure-probationary positions until permanent residence in the U.S. has been obtained. At that time, the appointment will be converted to a tenured position as originally offered. For a tenure/tenure-track position, it is permissible to indicate in the ad that U.S. citizenship or lawful permanent residence status is required for tenure.

In ads for academic positions, it is required to indicate if, and which type of visa/sponsorship will be supported by the department. If the department has limitations, it is recommended to indicate that in the posting. For example: "***H-1B sponsorship is not available for this position.***" Remember that candidates may not be asked about their immigration status during the interview process. Please contact OIE with any questions.

### III. CANDIDATE EVALUATIONS

#### **E-Doc Approvals – Interview Requests**

The Interview Request Form must be submitted and approved BEFORE scheduling and conducting interviews, including interviews conducted at conferences, airports, or other external locations; interviews via phone/video; and campus-based interviews.\* The OAA number from the Vacancy Notice should be entered into the OAA box on the form. The names of all those to be interviewed along with their application date should be listed. First interview requests with only one name will not typically be approved. If interviewing more than eight applicants, an additional Interview Request Form will need to be submitted. Record the total number of applications received in the Total Applicants box. The Interview Request form will follow the same routing for approvals as the Vacancy Notice. Once approved, the department initiator will receive an acknowledgment email.

OIE will review the interview list and may check with the department about particular candidates

\*NOTE: In subsequent interview stages including on-campus interviews, an additional Interview Request does NOT need to be submitted if the candidate's name was already included on a prior submission for phone/video interviews. If a second Interview Request form is submitted, it is acceptable to list only one name.

#### ***A. Organizing Applications***

Each search committee must set up a system for organizing applications. Application materials should be kept in a secure location where they are accessible to search committee members, but not to persons unaffiliated with the search. Application materials not contained in PeopleAdmin are to be retained for five years from the hiring date or the end of the search, whichever is later.

#### ***B. Evaluating Applications***

Search committees must discuss in advance the criteria they will use to evaluate candidates. All candidates must be evaluated using the same objective criteria. Initial screening is based on the minimum qualifications set out in the job notice. Applicants are screened against bottom-line criteria such as required degrees, years in research, expertise and other factors listed in the posting.

All criteria must be based on actual position needs and the job requirements as articulated in the job description, and must not unnecessarily screen out candidates on unrelated factors, including on the basis of their age, color, disability, ethnicity, sex, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sexual orientation, or veteran status.

Be mindful of biases that inadvertently screen out well-qualified candidates with non-traditional career paths or research interests. Recognize that diverse paths and experiences can contribute positively to a candidate's qualifications.

Search committee members should be advised to resist the impulse to label candidates as "most promising" or similar labels, as this may make it challenging to consider other candidates fully. Avoid unfounded assumptions, e.g., members of a particular racial group do not like living here, women who pursued degrees part-time are not serious scholars, excellent candidates are heavily recruited, or a candidate's partner/spouse would not be willing to move. Let candidates decide these issues for themselves. Do review how a candidate's diverse experiences or commitment to diversity can contribute to the department. (See Appendix for more information on unconscious bias, do's and don't's in the interview process, and other resources to assist in these efforts.)

### *C. Interviewing Candidates*

Interviews at all stages are an integral part of the evaluation process. The committee should compose a group of core questions based on the job-related criteria to use in evaluating candidates. These core questions should be reviewed to ensure they do not unnecessarily screen out women and minority candidates. The same set of questions should be asked of all candidates to obtain crucial job-related information and promote an equitable process, however, follow-up questions based on their responses will most likely vary with each candidate. Since this is a key point in the process, beware of saying anything that could suggest unstated criteria such as "We need new, young people with ideas." Candidates should also be provided with opportunities during the interview to ask questions. Search committees should be prepared to offer candidates information and connect them to other knowledgeable resources on campus or in the community to answer any personal or diversity-related questions, and should also be knowledgeable about current faculty and student demographics, programs, and centers.

Interviews may occur in different ways and places:

- **Conference Interviews**

Before interviewing candidates at a conference, if the interviews are set up beforehand, an Interview Request form should be submitted and approved. If the candidates to be interviewed at the conference are not known ahead of time, or if other candidates not included on the initial request form are interviewed there, those names should be collected and submitted on an Interview Request form as soon as possible afterward. All applicants need to submit their application into PeopleAdmin before the Interview Request will be approved so that required applicant data can be collected. (Departments using external sites to review applicants should contact OIE to arrange collection of applicant information.)

- **Phone/Video Interviews**

The Interview Request form needs to be submitted and approved before phone and video interviews. Note that an Interview Request form with only one name listed will not be approved unless that candidate is the only applicant that met the minimum qualifications listed in the ad. It is essential that candidates are given advanced notice to schedule a phone/video interview so that they are prepared and understand that it is part of the screening process.

- **On-Campus Interviews**  
The campus visit serves a dual purpose. The candidates are evaluating the campus, and they are being evaluated by the committee. Candidates should be given the visit itinerary in advance and invited to request any special accommodations they might need. It is also appropriate to ask if there are any particular offices the candidate would like to visit or anyone they would like to meet (Office of Vice Provost for Faculty and Academic Affairs or Office of Vice Provost for Diversity and Inclusion, cultural centers, etc.). This should be done early so that appointments can be scheduled before the candidate's arrival. While evaluating the candidates, the committee should also assist the candidates in making an informed decision about the campus by letting them meet administrators, other faculty members, and students with similar interests.
- **Interviews for Positions with Tenure**  
Candidates for positions at the Associate Professor or Professor rank with tenure require a higher level of scrutiny for an appointment at this level. In most schools, an offer with tenure includes consultation with the school's Tenure Committee. If the candidate has not been granted tenure at a peer institution, consult with the Office of the Vice Provost for Faculty and Academic Affairs concerning the materials to obtain and submit (e.g., six outside letters). For more information see: <https://vpfaa.indiana.edu/doc/recruiting-faculty-with-tenure.pdf>
- **Social Engagements**  
Candidates should have time to interact socially with faculty and students from the department and related departments. This provides an excellent opportunity for the candidate to evaluate the department as well. It is vital during these engagements that faculty members are careful not to solicit personal information unrelated to the position such as marital or parental status as that may be seen by a candidate as materially affecting their candidacy. However, incidental conversations which include these topics are permissible and candidates may voluntarily share information. Additionally, faculty members should be able to address candidate questions and concerns about such things as schools, spousal employment, and benefits. Faculty members should feel comfortable conversing with the candidates as they would any other colleague.
- **Skills Demonstrations (Lecture/Audition/Presentation)**  
Candidates may be asked to audition or demonstrate teaching or lecturing skills or to make a presentation. It is important that this requirement is administered consistently with all candidates and that all candidates are given enough notification to prepare properly or make any special requests for equipment or accommodations.

#### *D. External Checks*

- **Reference checks**  
It is recommended that search committees check candidates' references or request letters of reference, and at a minimum, that finalists' references are checked. Phone calls to candidates' references may provide added insight to letters of reference. The committee should ask permission of the candidate before contacting anyone that is not on the candidate's provided list of references. When contacting a reference, the committee should describe the position and ensure that the same questions are asked of each reference.
- **Credential Checks/Criminal Background Checks**  
Credential checks and criminal background checks are the responsibility of the hiring unit. Upon acceptance of an offer, selected candidates will be asked to complete the online information for new employees. Employment eligibility, E-Verify and criminal background checks should then be initiated by the department for all new hires. If the position will work with minors on a regular basis, the department should

review the requirements of IU's Programs Involving Children policy. Departments may contact the Office of the Vice Provost for Faculty and Academic Affairs with any questions.

#### IV. PREPARING THE OFFER

##### **E-Doc Approvals – Offer Requests**

The Offer Request form needs to be completed and routed through the same approval route BEFORE sending an offer letter or making a binding offer to the candidate. The OAA number from the Vacancy Notice again needs to be entered into the OAA box. The successful candidate's vita and a copy of the draft offer letter should be attached to the Offer Request form.

##### *A. Negotiating the Offer*

To discuss an offer package the department chair or school should be knowledgeable about the standard benefits provided by the University such as health and life insurance, retirement funds, and fee courtesy. The discussion and offer should also include information regarding office and lab space, research funding, prior sabbatical leave credit, prior tenure credit, dual-career hiring needs, and other academic personnel issues, as applicable. It is a good idea to be familiar with IU's policy on moving expenses. Discuss this early with the candidate to reduce complications later. In negotiations, it is essential to emphasize that no commitments are definite until final administrative approval and extension of an offer letter. The following offer situations require extra steps:

- **Offers with Tenure**  
When an offer is made granting tenure, the department and school tenure committee must have an opportunity to review the vita and other materials and approve the tenure before making the offer. An offer with tenure will require approval by the Vice Provost for Faculty and Academic Affairs and the Board of Trustees. The Vice Provost for Faculty and Academic Affairs will secure these approvals through the established approval process.
- **Offers to Non-US Citizens**  
An appointment for a conversation or meeting with a visa specialist in the Office of International Services (OIS) should be arranged for all non-U.S. citizens or permanent residents who are being considered for an academic appointment. It is the responsibility of the hiring department to apply for the visa and pay the fees for this service. OIS can provide the visa packet, answer any questions the department or the candidate may have, and assist in completing and filing the required forms. Because visa processing can take from five to six months, it is essential to start working with OIS early in the process.
- **Dual-Career Situations**  
Dual-career partner assistance has become a crucial element in recruiting and retaining excellent faculty. The candidate should initiate any discussion or interest in dual-career placement. It is acceptable, however, to ask a candidate if there are any considerations which would make an offer more appealing. It is not acceptable, however, to ask a candidate if they have a spouse or partner who would require employment.

While the placement of a spouse or partner is not ensured, the school, college or department generally takes the lead in gathering initial information about the candidates' partner including obtaining a copy of the CV or resume. Chairs should contact the school dean as soon as possible and contact the Office of the Vice Provost for Faculty and Academic Affairs with any questions.

### *B. Salary Equity*

When making a salary offer, departments should keep in mind equity issues regarding the compensation of others of comparable positions within the department. Salaries should be in line with those of faculty members of similar rank and experience in the department. Candidates, especially women and minority candidates should not be paid less simply because the markets will bear it, or because they received a lower salary at their prior institution, or they negotiate less strongly than other candidates. Departments are advised to consult with OIE to review any concerns regarding compensation and equity.

### *C. The Offer Letter*

The offer letter should describe the appointment (e.g., tenure-track) and the professional duties required. It is also essential that the letter include a statement highlighting that the offer is conditional such as:

**“Please note that this offer must also gain final administrative approval and is subject to the University's receipt of verification of your credentials and other information required by law, and on your furnishing the federally required documentation showing that you are a citizen or permanent resident of the United States or an authorized alien entitled to be employed in the U.S. for the period of your appointment. Indiana University participates in the U.S. Department of Homeland Security's E-Verify Program to confirm employment eligibility. Upon acceptance of your offer, you will receive an email containing information on employment eligibility verification and the E-Verify process. This appointment is also conditional on a positive outcome of a background check, a part of the appointment process for all faculty and staff at the University. The background check will be initiated and completed through eLink, the default web-based system, once all appointment-related documentation has been submitted to the Business Office.”**

### *D. Rejected Offer*

In the event that an offer is rejected, the search committee may go back to the candidates already interviewed or re-evaluate other candidates in the candidate pool. If a decision is made to make an offer to a previously interviewed candidate, a new Offer Request should be routed for approval. If more interviews within the candidate pool are determined to be necessary, a new Interview Request should be routed for approval.

### *E. Failed Search*

If a search committee is unable to achieve an accepted offer, the search is considered a failed search. If the position is still posted in People Admin, the search may continue and new candidates may be interviewed. If the position posting has been removed from People Admin, it may be reposted with the same information if it is within one year of the date of approval of the Vacancy Notice, and any deadline stated in the posting has not passed. If more than one year has passed, or the posting, advertisement, or search committee information has changed, a new search must be initiated by submitting a new Vacancy Notice. The Office of the Vice Provost for Faculty and Academic Affairs will remove postings that are still active after one year. A new Vacancy Notice must be submitted if the search is ongoing. In the event of a failed search, departments are encouraged to re-examine position descriptions and advertising plans to encourage more applicants and a diverse pool.

### *F. Notification of Unsuccessful Candidates*

Once the search has concluded and an offer has been accepted, steps need to be taken to inform the unsuccessful candidates. Since some first offers are rejected, unsuccessful candidates should be notified only after an offer has been accepted. Consider notifying other finalists in person first, however all candidates should receive a communication about the conclusion of the search.

## V. SEARCH WAIVERS

### **E-Doc Approvals – Waiver Request**

Waivers to forego the regular search process must be routed for approval on the Waiver Request form after the candidate has been identified, but BEFORE the offer has been made and accepted. A **detailed** explanation must be entered on the form. The explanation needs to clarify why a posted search is not needed including identification of the specific waiver exemption and the justification category. This form negates the necessity for the Vacancy Notice, Interview Request and Offer Request.

### *A. Criteria*

Waivers to the standard search process are occasionally necessary. The following are circumstances under which a waiver to the regular search process will be considered. When seeking a waiver, the department should be prepared to explain the circumstances and demonstrate an appropriate justification. Other information may be considered when evaluating the appropriateness of a waiver, such as whether the individual has prior waivers or if the position is under-utilized for women or minorities.

- **Endowed Chairs**  
Department must document it has systematically canvassed the field of qualified scholars, made extraordinary efforts to identify qualified minorities and women, and systematically screened candidates.
- **Unique Individuals**  
Department must document why the usual advertising procedures are inappropriate, compare the field of scholars in the relevant discipline, and provide evidence that individual's qualifications or stature are unique and/or outstanding.
- **Individuals who have held the position in a Visiting/Interim Capacity**  
Departments must demonstrate that there was a full national search when the individual was initially recruited.
- **Change in Appointment Type**  
Department wants to change one full-time regular appointment to another type of full-time regular appointment usually because of increased duties or a change in organizational structure.
- **Expansion of Part-Time Appointment**  
Department must document that the position was appropriately advertised in the search for the part-time appointment in order to convert to a full-time position.

- Promotion/Title Change  
No vacant position exists; the change is to reflect different or increased responsibilities.
- Urgent Department Needs  
Department must document the bona fide urgent need (e.g., unexpected vacancies, rapid increase in course sections, etc.) and the identified candidate that meets or exceeds the qualifications for the position.
- Dual Career Situation  
Department must document that the hire is part of a dual-career situation.
- Return from Disability  
When a person on disability leave cannot resume the duties of their former position and must be placed in an alternative vacant position.
- A Researcher that is written into a grant application  
When the specific person is written into the grant application by name, or a person already on the project part-time is promoted to a full-time employee.
- Other  
[Not one of the above categories- please describe]

## APPENDIX

### A. Resources

Resources regarding best practices in hiring, interview questions, managing bias, recruiting sources, and other information are available on the OIE website at: <https://equity.iu.edu/affirmative-action/Recruitment%20Resources.html>

### B. IU Policies for reference

Non-Discrimination/Equal Opportunity/Affirmative Action (UA-01)

<https://policies.iu.edu/policies/ua-01-equal-opportunity-affirmative-action/index.html>

Americans with Disabilities Act (ADA) Policy (UA-02)

<https://policies.iu.edu/policies/ua-02-americans-disability-act/index.html>

Conflicts of Interest and Commitment (UA-17)

<https://policies.iu.edu/policies/ua-17-conflicts-of-interest-commitment/index.html>

Programs Involving Children (PS-01)

<https://policies.iu.edu/policies/ps-01-programs-involving-children/index.html>

Advertising Policy for Academic Instructional Positions (ACA-77)

<https://policies.iu.edu/policies/aca-77-advertising-instructional-positions/index.html>

University Policies

<https://policies.iu.edu>

IU Bloomington Academic Policies

<https://vpfaa.indiana.edu/policies/index.html>

### C. Search firm guidelines (generally used for executive and higher level positions)

If departments are working with an external firm to coordinate or assist with the recruiting and hiring process, the following guidelines should be considered:

- If the search will involve a search firm, and/or bypass the People Admin posting, the hiring unit must still submit the Vacancy Notice and include information about the search firm and search process, as well as the Interview Request and Offer Request forms as the search progresses.
- If the position will not be posted in People Admin, the search firm needs to assist in collecting applicant monitoring information. OIE can provide an online form for the search firm to distribute to applicants. In addition, the search firm must provide OIE with a complete list of applicants.
- If the position will not be posted in People Admin, it should be minimally posted on an IU website, with at least the link to the application instructions. Depending on the type of position, other minimum standards for advertising should be considered in accordance with ACA-77, Advertising Policy for Academic Instructional Positions.
- All ads must contain the required IU Non-Discrimination statement.



- If the search will use the People Admin system, specify how the search consultant(s) will access candidate materials.
- Ensure that the search firm is aware of the university's priorities for a diverse applicant pool and that the search firm will share the responsibility to strive for a diverse applicant pool.
- Establish a timeline for the search with the firm.
- Require the search firm give full consideration to any internal applicants.
- Require that the search firm be responsible for the security of the firm's online application and data storage of candidate materials.
- Specify the records retention/destruction policy of the search firm and coordinate on archiving search materials.
- Require that for candidates to advance in the search, that all required materials must be provided (e.g. cover letter, references, etc.).
- Require that the search firm contact anyone nominated by the search committee whose name is referred to the firm.
- Specify how the search firm conducts reference checking and background checks and what information will be provided to the search committee or the appointing officer.
- Specify how the search committee will participate in the reference checking process.
- Specify what administrative services the search firm provides.
- Specify how candidates will be notified if they are not moving forward at each stage, in agreement with the search committee chair.
- Require that the search firm does not participate in the negotiation of salary and benefits between the candidate and the university, especially if the search firm fees are a percentage of the selected candidate's salary.