EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

“Truth and Service”
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COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY (EEO)

North Carolina Central University is committed to Equal Employment Opportunity. We are required, by law, to recruit and hire persons without regard to race, color, creed, national origin, sex, religion, disability, age or honorable service in the armed services of the United States. These procedures have been established to ensure non-discrimination during the recruitment and selection process.

A principal objective of the University’s Equal Employment Opportunity Program and Plan is the discovery, termination, and prompt remedy of formal or informal policy or practice that discriminates against individuals or groups of individuals. The second principal objective of the EEO Program is to ensure the appropriate full utilization of women, members of racial minority groups, veterans and individuals with disabilities within the EPA administrative/faculty/staff of North Carolina Central University. To ensure compliance with both objectives, recruitment and selection efforts will be monitored by the EEO Director.

- Data regarding all recruiting efforts must be recorded on the EEO Compliance Report.
- In filling all EPA vacancies, whether attributable to the creation of new positions, vacancies in established positions, opportunities for promotion or upon initial faculty appointment, each department or school is required to submit an EEO Compliance Report to the EEO Officer.
- No offer of employment will be extended unless the person recommending employment has received EEO Compliance Report or EEO Waiver approval from the EEO Director.
- If the EEO Director concludes that inadequate fair and consistent employment practices were used, the EEO Director may require that the recruitment process be reopened and extended with alternative methods. If disagreement between the EEO Director and the respective senior administrator exists, the matter shall be referred to the Chancellor for final resolution.

In order for our university to remain in compliance with the guidelines mandated by state and federal law, the Office of Federal Contract Compliance Programs (OFCCP), all departments must adhere to the enclosed Human Resources “EEO Requirements and Guidelines for EPA Search Activities”. Following the required guidelines will ensure that we are able to collect the required statistical information for our annual EEO Program and Plan compiled by the Office of Equal Employment Opportunity.
To help search committees prepare for and conduct a search, these checklists have been prepared to address the various components of this process. Organizing the committee, organizing the search, developing the position description, advertising and announcing the position, communicating with applicants, selecting interviewees, conducting interviews, checking references, evaluating candidates, and documenting the search are all important search committee responsibilities. Making sure each aspect has been satisfactorily addressed will help the work go smoothly and ensures a lawful search that can be defended if challenged.

**Organizing the Committee**

- Create and/or review charge to the search committee.
- Identify tasks to be completed by search committee chairperson.
- Identify tasks to be completed by search committee as a group.
- Establish search committee meeting schedule.
- Review expectations of confidentiality and attendance at committee meetings.
- Identify the person(s) responsible for meeting minutes, applicant records, correspondence, travel arrangements, on site and off campus interviews and meetings, candidate itineraries, completing and processing required search and appointment paperwork, budgetary accounting.
- Develop budget, including advertising and travel expenses for candidates and committee members.
- Determine where search records will be kept. Search records must be kept for three (3) years from the date of the hire.
Position Description

- Develop or review position description with the department/unit head and all members of the search committee. Identify essential and marginal job functions for the position. Identify required and preferred qualifications that reflect performing the job functions.

- Ensure position description contains only job related criteria, and does not reflect bias or unlawful discrimination based on race, color, religion, sex, age, national origin, sexual orientation, disability, marital status, citizenship, or status as a military veteran.

Organizing the Search

- Consult with the Office of International Affairs regarding Visa sponsorship (530-7712).

- Develop timelines for search, including application deadline, screening dates, interview schedule, and target dates for submitting recommendations. (See Section 3 - Documenting the Search)

- Determine materials to be submitted by applicants (not all below are necessary):
  - Cover letter
  - Resume or vitae
  - Letters of recommendation (number required)
  - List of references (number required; from whom)
  - Transcripts
  - Statement of philosophy, goals
  - Other: ________________________________

- Address all affirmative action policies and procedures.
  - Review advertisement language, sources, and posting duration.
  - Ensure inclusion of EEO and Reasonable Accommodations statements in all postings.
  - Identify special outreach strategies to locate and encourage underrepresented persons to apply.
  - Submit initial recruitment paperwork to Human Resources (HR) prior to posting any advertisements or announcements. HR approval is required prior to any postings.
  - Send letter of acknowledgment and information about the online EEO Supplemental Data Form to all applicants. (See Supplemental Data Form)
  - Submit interim recruitment paperwork for EEO approval prior to scheduling or conducting any on-campus interviews. EEO approval is required prior to contacting any candidates.
  - Submit final recruitment paperwork prior to making any job offer, conditional or otherwise, to final candidate. EEO approval is required prior to any action.
Advertising the Position

- Identify the name and address of the person to whom applications / nominations will be submitted. Determine mode of application. Consider if faxes or electronic vitae/resumes be accepted by your committee.

- Determine the international, national, regional, and local recruiting market for the position. EPA positions, particularly administrators and faculty, require national searches, but may include wider markets.

- Develop the advertisement/announcement. Ensure that the EEO Employer and Reasonable Accommodations statements are included in all means of advertisement.

- Identify publications, web sites, institutions, individuals and other sources for the advertisement/announcement

- Identify additional outreach sources to attract underrepresented groups (women, minorities, persons with disabilities, etc.). Contact EEO for assistance.

- Note the publication deadlines for submission of advertisements and announcements and ensure they permit the advertisement to be published for at least one month prior to the date applicant screening is to begin.

- Submit the advertisement/announcement to the identified sources.

- Keep original copies of the advertisements and announcements from all publications (including electronic media) and retain with official search record.

Communicating with Applicants

- Send a Letter of Acknowledgment to every applicant.

- Inform all applicants about the online EEO Supplemental Data Form used to gather applicant EEO data. A copy of the letter can be found in the NCCU Document Library.

- Sending all applicants the EEO Data Form is a required step in the search process.

- Review guidelines for questions that can and cannot be asked of applicants. For assistance with this process contact the EEO Director (530-7070).

- Solicit applications / resumes from nominated individuals who have not formally applied via the posted process.

- Be courteous and responsive to all applicants who seek information about the position, the school, department, institution and University community.

- Keep applicants informed on the progress of the search (especially if it is taking longer than expected).

- Take care not to eliminate candidates in target groups until the committee has had an
opportunity to consider each applicant and discuss their candidacy.

- Do not disclose any reference letters or responses to candidates *(by law).*
- Take care to maintain confidentiality promised to applicants; adhere to timing and conditions for reference checks.

**Selecting Interviewees**

- Develop a standardized mechanism for screening applications, including record keeping to explicitly document why an applicant was screened out.
- Review materials submitted by the applicants; consider transferability of the applicant’s experiences and skills; identify those who do and do not meet minimum qualifications.
- Ensure that all applicants are evaluated on the basis of pre-established criteria related to the position. Avoid extraneous comments, either orally or in notes that are not job related.
- Determine persons to be interviewed. If there are no targeted group members in the top group but one is next on the list of well-qualified candidates, consider ways to add the person to the list if possible.
- Note candidates who may be well-qualified for future positions, or for positions in other areas of the school or division. Maintain their records for future reference and share information with colleagues, as appropriate.
- Note targeted group members that were screened out of the pool and ensure they were given serious consideration.

**Conducting Interviews**

- Design the interview process and campus visit to avoid bias or unlawful discrimination.
- Identify all persons and groups to be involved in the interview process.
- Develop specific job-related questions to ask each candidate. All candidates should be asked the same questions, allowing for individualized follow-up questions as needed. *(See Section 4 - EEO Hiring Tips)*
- Design an interview rating sheet. Provide this to each interviewer before the interview and explain the importance of completing it accurately based on job-related criteria.
- Collect rating sheets from all interviewers. Submit the forms to the official search file.
- Collect comments from others who interacted with each candidate. These should be documented and submitted to the official search file.
Checking References

- Confirm with each candidate that references will be checked, when they will be checked, and from whom (name and/or title) they will be sought. Be sure to obtain candidate’s permission to conduct the checks as planned.
- Identify the persons to conduct telephone and written reference checks.
- Determine the questions to be asked of each reference. Decide on specific job-related questions to ask each reference. All references should be asked the same questions, allowing for individualized follow-up questions as needed.
- Develop alternative plans for the unavailable reference.

Evaluating the Candidates

- Critically evaluate the applicant pool for representation of underrepresented groups.
- If there are no underrepresented group members on the short / interview list, ensure that the reasons are without unfair bias or unlawful discrimination. If unclear, consider re-evaluating or expanding the pool.
- Evaluate candidates on their qualifications and the full range of their strengths and contributions.

Selecting the Final Candidate

- Make the selection of the final candidate. Document all decisions, comparing credentials and qualifications of the non-finalists to the finalist.
- The compliance form must be approved by the EEO Office prior to contacting the finalist to make an offer.
- Prepare the letter of offer to the finalist, including information about salary benefits, appointment and contract length, leave, and the date by which they must reply. (Consult with EPA Administration)
- Prepare letters of non-selection for the other final candidates. Do not send until your selected candidate has accepted your offer.

NOTE: BEFORE YOU SUBMIT AN EEO COMPLIANCE REPORT TO THE EEO OFFICE, PLEASE MAKE SURE THE EMPLOYMENT CHECKLIST, ON THE FOLLOWING PAGE, IS COMPLETE!
EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

SECTION 2

EPA PERSONNEL SERVICES EMPLOYMENT CHECKLIST
# EPA Administration Employment Checklist

## DEPARTMENT DATA

(This section must be completed by the department and must accompany the Employment Package.)

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<th>Department:</th>
<th>College/School:</th>
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<th>Employee Name:</th>
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<table>
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<tr>
<th>Position Title:</th>
<th>Position No.:</th>
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* Requested Effective Date:

* Employee must not begin work until he/she has signed an offer of employment.

## EMPLOYMENT PACKAGE

**NOTE:** If the employee was not employed by NCCU during the previous semester, all of the following are required. Until ALL employment documents are received, the employee will not be allowed to sign an offer of employment and will not be processed on payroll.

- [ ] e-Recommend *(Within 1-3 months prior to effective date)*
- [ ] EPA Data/Application
- [ ] Official Transcript(s)
- [ ] Curriculum Vita/Resumes of **ALL** Candidates/Any Evaluation Data
- [ ] Letters of Recommendation
- [ ] EEO Compliance Report
- [ ] EEO Waiver of Recruitment
- [ ] Copy of Job Advertisements
- [ ] **Criminal Background Check** *(Offers made effective 7/1/08)*
  [Offer conditional upon successful completion of criminal background check]

## SIGNATURE

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<th>Date</th>
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## TO BE COMPLETED BY EPA ADMINISTRATION STAFF ONLY

- [ ] e-Recommend *(Within 1-3 months prior to effective date)*
- [ ] EPA Data/Application
- [ ] Official Transcript(s)
- [ ] Curriculum Vita/Resumes of **ALL** Candidates/Any Evaluation Data
- [ ] Letters of Recommendation
- [ ] EEO Compliance Report
- [ ] EEO Waiver of Recruitment
- [ ] Copy of Job Advertisements
- [ ] **Criminal Background Check** *(Offers made effective 7/1/08)*
  [Offer conditional upon successful completion of criminal background check]

For SAAO* positions ONLY: Date approved by the Board of Trustees: *(Include copy of documentation)*

Date approved by the Board of Governors: *(If applicable include copy of documentation)*

Do not allow SAAO employees to sign offers of employment until approved by BOT and BOG (if applicable).

*SAAO - Senior Academic Administrative Officers (i.e., Chancellor, Vice Chancellor, Associate VC, Asst./Associate Dean, Director, Assistant Director, etc.)

Receipt Signature: ___________________________ EPA Administration Representative  Date: __________

If unable to process employment package when received, please indicate “reason(s)” and attach any supporting documentation *(i.e., email/other):*

Reason/Date: ___________________________
ITEMS TO BE RETAINED IN THE SEARCH FILE

With regard to recordkeeping responsibilities, OFCCP regulations require that federal contractors maintain for a period of three (3) years from the making of the record or the personnel action, all job postings and advertisements, applications received, any interview notes, test and test results, records of job offers, and the applications themselves.

- Charge to search committee.
- Names, titles, departments, phone numbers of search committee members, chair and contact person (secretary).
- Copy of all published advertisements and announcements; including a list of all sources used.
- Copy of job description and qualifications.
- Copy of all EPA forms with final signatures.
- List of all applicants with specified information (name, address, application date, interview date (if applicable), final disposition) of each.
- Complete application packet (cover letter, resume, references, etc.) of each applicant.
- Notes, rating sheets, etc. of all search committee meetings and decisions.
- Copy of letter of acknowledgment.
- Information on reference checks made on each applicant, including notes of phone calls.
- Copy of rating sheet used to evaluate applicants.
- Copy of standard questions asked each applicant.
- Copy of standard questions asked each reference.
- Copy of rejection letter sent to each unsuccessful applicant.
- Written comments or written notes of comments from persons who interacted with a candidate, including evaluations of lecture or other on-campus demonstrations.
- Copy of Letter of Offer sent to selectee.
- Copy of Letter of Acceptance signed by the selectee.
- Materials submitted by applicants used to evaluate their candidacies.
- All correspondence to and from applicants, including emails.
EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

SECTION 4

EEO HIRING TIPS
EEO HIRING TIPS

REMEMBER THESE:

1) Ensure your hiring documentation “packet” is complete. It should include the:
   - AA Compliance Report with required signatures
   - Resumes of all Candidates and any evaluation data
   - Copy of the job advertisement
   - Authorization to Conduct Background Check on recommended candidate

2) Do NOT make a job offer until the EEO Compliance Report is approved. The EEO Office generally completes a review within two working days of receipt.

3) Carefully complete rejection rationales. This is the most common reason that packets are returned to departments. See examples below:
   - **Acceptable Rejection Reasons:**
     - ☑ Application submitted after deadline
     - ☑ Applicant accepted other employment
     - ☑ Applicant did not respond to attempts to contact
     - ☑ Applicant does not meet education requirement
     - ☑ Applicant does not meet experience requirement
     - ☑ Applicant meets all requirements and preferences; however, applicant has less directly related experience in…
   - **Incomplete Rejection Reasons:**
     - ☑ Not as good as selected candidate
     - ☑ Not a good fit (if “fit” means match between applicant and job requirements)
     - ☑ Not competitive
   - **Unacceptable Rejection Reasons:**
     - ☑ Overqualified (Never an acceptable rejection reason)
     - ☑ Doesn’t demonstrate maturity (Might imply age discrimination)
     - ☑ Would not fit in (Might imply discrimination)

4) If you have questions, CALL 530-6213 or 530-7070. The EEO Director will consult with you in advance of your submission.
EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

SECTION 5

EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES
EQUAL EMPLOYMENT OPPORTUNITY
REQUIREMENTS AND GUIDELINES FOR EPA
SEARCH PROCESSES

PROGRAM OBJECTIVES

A principal objective of the University’s Equal Employment Opportunity Program is the discovery, termination, and prompt remedy of formal or informal policy or practice that discriminates against individuals or groups of individuals. The second principal objective of the EEO Program is to ensure the appropriate full utilization of women and members of racial minority groups within the EPA administrative/faculty/staff complement of North Carolina Central University. To ensure compliance with both objectives, recruitment and selection efforts will be monitored by the EEO Director.

FACULTY AND EPA NON-FACULTY RECRUITMENT

It is the policy of the State of North Carolina to provide equal opportunity in employment for all qualified persons and to prohibit discrimination because of race, color, national origin, religion, creed, sex, age, veteran’s status or disability.

North Carolina Central University is dedicated and committed to equality of opportunity within its community. Accordingly, the University does not practice or condone discrimination in any form against employees or applicants on the grounds of race, color, national origin, religion, creed, sex, age, disability, veteran’s status or sexual orientation. NCCU’s equal opportunity and non-discrimination policy extends to recruitment, selection, hiring, compensation, promotion, training, and all other aspects of employment. [Note: Applicants or employees that allege discrimination based on sexual orientation are limited to the university’s internal grievance process.]


The University further ensures that all personnel actions such as compensation, benefits, performance and evaluation, promotion, transfer, layoff, termination, sponsored training, tuition assistance, social and recreational programs are administered without regard to race, color, national origin, religion, creed, sex, age, disability, veteran’s status or sexual orientation.
In implementing this policy, NCCU prohibits retaliatory action against any employee or applicant for employment who makes a charge of employment discrimination, or who testifies, assists, or participates in any manner at a hearing, proceeding or investigation of employment discrimination. North Carolina Central University will, when necessary, provide reasonable accommodations for applicants and/or employees with disabilities when doing so will enable them to successfully perform the essential functions of a job or benefit from training.

**ADVERTISING REQUIREMENTS**

** ADVERTISING**

Any faculty and non-faculty position that carries an FTE of 75% or more, and which is for a stated term of twelve (12) months or more (in the case of faculty positions, for a stated term of one academic year or more) must be advertised. This requirement also extends to “at will” hires which are appointments with no set length of employment.

** VACANCY ANNOUNCEMENT**

The hiring official is required to submit the vacancy announcement to the EEO Director for approval prior to placing advertisements or opening positions for recruitment. The vacancy announcement must include the essential functions of the position, the required qualifications, desired qualifications (if any), application deadline, and application process. Each announcement must carry the notation, “North Carolina Central University is an Equal Employment Opportunity Employer” in clearly distinguishable type.

** WAIVERS (INTERIM APPOINTMENTS)**

- Upon request and approval by the EEO Director, advertising and search requirements may be waived in the case of unforeseen emergency personnel appointments (i.e., where academic departments and administrative units need to make an appointment to meet an unforeseen personnel emergency, e.g., death, medical incapacitation or immediate resignation of a current employee).

- Such appointments may be made only where the individual proposed as an emergency appointee otherwise meets all the requirements for the position in an academic or administrative unit.

- An individual appointed via this waiver process will be considered an ‘Interim Appointee’ for the position, and this designation will be noted in the employment contract.

- The appointments should be for a fixed-term of no more than one year, except in the case of an interim senior administrative appointment where the appointment will be at-the-will of the Chancellor.
• The academic department or administrative unit must initiate all requests for waivers for interim appointments. The request for waiver of the advertising and search requirements and the recommendation to appoint must be forwarded to the EEO Director.

• The request and recommendation must contain sufficient information to demonstrate that the appointment of the candidate is not inconsistent with the University’s equal employment opportunity commitment.

• The request must be approved by the EEO Director, upon approval the request will be forwarded for further approval to the Provost, Dean or Director of the respective college, school, institute or administrative unit; and the Vice Chancellor or the Executive Assistant to the Chancellor, as appropriate.

• All waivers must be approved by the EEO Director prior to an offer of appointment.

❖ WAIVERS (PERMANENT APPOINTMENTS)

• Permission to hire permanent employees under this section is granted solely at the discretion of the EEO Director and the Chancellor.

• No full search required exceptions:
  ○ The requirements for certain positions are sufficiently specialized that they can be filled only by a limited number of scholars, all of whom are known to the professional community;
  ○ An opportunity arises to recruit a scholar of great eminence;
  ○ It may be necessary to offer an appointment to spouses of successfully recruited candidates, where the spouse possesses appropriate qualifications making him or her highly qualified for an available position, and where the timing of negotiations of the successfully recruited candidate requires the immediate ability to respond to the candidacy of the spouse for the position in question; and
  ○ The receipt of a grant may be contingent upon assembling an appropriate research team in advance of its award.

❖ CERTIFICATION OF RECRUITMENT AND SELECTION EFFORTS

❖ Data regarding all recruiting efforts must be recorded on the EEO Compliance Report.

❖ In filling all EPA vacancies, whether attributable to the creation of new positions, vacancies in established positions, opportunities for promotion or upon initial faculty appointment, each department or school is required to submit an EEO Compliance Report to the EEO Director.

❖ No offer of employment will be extended unless the person recommending employment has received EEO Compliance Report or EEO Request for Waiver approval from the EEO Director.
EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

If the EEO Director concludes that inadequate fair and consistent employment practices were used, the EEO Director may require that the recruitment process be reopened and extended with alternative methods. If disagreement between the EEO Director and the respective senior administrator exists, the matter shall be referred to the Chancellor for final resolution.

NOTE: No contract that carries an FTE of 75% or more, and which is for a stated term of twelve (12) months or more will be processed by the EPA Services Unit without an attached Affirmative Action Compliance report or an EEO waiver statement approved by the EEO Director. This requirement also extends to “at will” hires which are appointments with no set lengths of employment.

EEO GUIDELINES FOR SEARCH COMMITTEE ACTIVITIES

GOALS:
To ensure an equitable recruitment/selection process
To develop a documentation file in compliance with Executive Order 11246
(See: Retention of Records)

Advisory Note Concerning Nondiscrimination

- Every person involved in screening, interviewing, and selecting applicants must exercise judgment at each step in the process to ensure that no applicant is discriminated against on the basis of race, religion, color, creed, national origin, sex, age, political affiliation, disabling condition or honorable service in the armed services of the United States. The screening of applicants must be based on the qualifications listed in the advertisements. All individuals selected for interview (or hired when interviews are not conducted) must meet the required qualifications advertised. If a specified degree is listed as required, only candidates who are expected to have completed all requirements for that degree before the appointment begins may be considered.

- Only those individuals who have submitted all application materials, required by the application deadline, may be considered for interview. No campus interviews, formal or informal, may be held before the application deadline date. Specific job related reasons must be provided for all applicants not recommended. “Does not meet qualifications” and “not a good fit” are not acceptable reasons.

Advertise all jobs unless advertising and search requirements are waived by the EEO Director and/or the Chancellor.

- All new employees must provide original documents verifying identity and employability within the first three (3) days of employment with the University. Accommodation for applicants who qualify under the Americans with Disabilities Act or Section 503 of the Rehabilitation Act of 1973, as amended, is available upon request.

- Position descriptions must be free from textual and/or illustrative material which implies that preference will be given to applicants on the basis of race, religion, color, creed, national origin, sex, age, political affiliation, disabling condition or honorable service in the armed services of the
United States unless one or more of these is a bona fide occupational qualification (BFOQ) for the position.

- Position descriptions must reflect bona fide occupational qualifications and must not establish artificial barriers to employment.
- Identical applicant information should be required and submitted by all candidates.

**Bona Fide Occupational Qualifications (BFOQ)**

- In a few very narrowly defined circumstances, a hiring official can consider creed, national origin, sex, religion, age, or honorable service in the armed services of the United States (but not race, color, or disability) in employment decisions. This exemption from federal law applies to a bona fide occupational qualification (BFOQ) reasonably necessary to the normal operation of that particular business. Courts closely scrutinize any employer’s claim of a BFOQ.

- Some improper excuses that generate discrimination complaints are:
  - Women will quit when they get married or pregnant;
  - The employees would not like a white boss;
  - The public would not feel comfortable seeing a person with cerebral palsy;
  - A Muslim would not fit in at this office;
  - His accent makes him sound unintelligent

**Accept no unsolicited resumes or applications from either external applicants or internal applicants.**

- Stamp and record all resumes and materials submitted by applicants.
- Use job-related criteria for the review and evaluation of all resumes and other requested materials.

**Job related questions must be asked of all candidates during the interview process. Every candidate must be asked the exact same interview questions.**

**Guidelines for Interview Questions**

The interviewer must be careful not to violate an individual’s privacy or other rights. If a question is not job-related, don’t ask it. Questions that are not necessary to judge an applicant’s qualifications, level of skills, and overall competence to perform the specific job should be avoided in interviews.

The table on the following page outlines some of the things that may and may not be asked during a selection interview. **Consult the EEO office to ensure your questions are acceptable and legal.**
## EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Permissible - May Ask</th>
<th>DON'T DO IT!!! – ILLEGAL QUESTIONS Discriminatory/Potentially Discriminatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>• If applicant is over age 18&lt;br&gt;• If applicant is over age 21 if job-related (e.g., a bartender)</td>
<td>• Date of birth&lt;br&gt;• Date of high-school graduation&lt;br&gt;• Age</td>
</tr>
<tr>
<td>Disability</td>
<td>Whether applicant can perform essential job-related functions</td>
<td>• If applicant has a disability&lt;br&gt;• Nature or severity of disability&lt;br&gt;• Whether applicant has ever filed workers’ compensation claim&lt;br&gt;• Recent or past surgeries and dates&lt;br&gt;• Past medical problems</td>
</tr>
<tr>
<td>Gender and family issues</td>
<td>If applicant has relatives already employed by NCCU</td>
<td>• Number of children/child-care arrangements&lt;br&gt;• Marital status&lt;br&gt;• Spouse’s occupation&lt;br&gt;• Health-care coverage through spouse&lt;br&gt;• Maiden name (of married woman)</td>
</tr>
<tr>
<td>National origin or ancestry</td>
<td>• Whether applicant has a legal right to be in the U.S.&lt;br&gt;• Ability to speak/write English fluently (if job-related)&lt;br&gt;• Other languages spoken (if job-related)</td>
<td>• Ethnic association of surname&lt;br&gt;• Birthplace of applicant/applicant’s parents&lt;br&gt;• Nationality, lineage, national origin&lt;br&gt;• Nationality of applicant’s spouse&lt;br&gt;• Whether applicant is citizen of another country&lt;br&gt;• Applicant’s native tongue</td>
</tr>
<tr>
<td>Other</td>
<td>• Convictions ⚫&lt;br&gt;• Academic, vocational, or professional schooling&lt;br&gt;• Training received in U.S. military&lt;br&gt;• Membership in trade or professional association related to the position&lt;br&gt;• Job references</td>
<td>• Number and kinds of arrests&lt;br&gt;• Height or weight except if a bona fide occupational qualification (BFOQ)&lt;br&gt;• Veteran status, discharge status, branch of service ⚫&lt;br&gt;• Contact in case of emergency (appropriate to ask at post-hire)</td>
</tr>
<tr>
<td>Race</td>
<td>No questions may be asked. NOT PERMITTED</td>
<td>• Applicant’s race or color of skin&lt;br&gt;• Photo to be affixed to application form</td>
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<tr>
<td>Religion</td>
<td>Whether applicant is able to work on the days/times required by the job</td>
<td>• Religious affiliation&lt;br&gt;• Religious holidays observed</td>
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◊ Disclosure of a criminal record does not automatically disqualify an applicant from employment consideration. Each case must be judged on its own merits, based on the job-relatedness, nature, and severity of the conviction and how long ago it occurred.

★★ The Uniformed Services Employment and Reemployment Rights Act regulations include types of discharges and separations that render an employee unprotected by the act. Employers can ask applicants if they have a discharge that would render them ineligible for reemployment.
Ensure the validity of any test given. All tests must be forwarded to the EEO Director for review and approval before administering.

Maintain one search file for each selection. The search file should include but is not limited to the following documents: (See Section 3, Documenting the Search Checklist)

At the end of the selection process, forward the completed EEO Compliance Report and the search file to the EEO Director. (The completed report must be submitted to and approved by the EEO Director prior to an offer of employment or an appointment).

The EEO Director will return the approved EEO Compliance Report and the search file to the originator.

Retention of Records

The statutes enforced by the Equal Employment Opportunity Commission (EEOC) require employers to preserve personnel records. Search records must be maintained by the hiring department for a period of not less than three (3) years from the date of the record’s creation or last action, whichever occurs later.

Contacts

Paul Forte, Jr.            May Offutt
EEO Director             HR Specialist
(919) 530-7070           (919) 530-6213
pforte@nccu.edu          moffutt@nccu.edu
EEO REQUIREMENTS AND GUIDELINES
FOR EPA SEARCH PROCESSES

(EXAMPLE DOCUMENT)

EEO COMPLIANCE REPORT
For EPA Positions

This form is to be completed with respect to all recommendations concerning the employment or appointment of an individual to fill a new position or to fill a vacancy in an established position. The completed report is to be submitted to and approved by the EEO Director before any offer of employment or appointment.

1. Candidate/Position Data

<table>
<thead>
<tr>
<th>Department/Unit:</th>
<th>College/School/Division:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title:</td>
<td>Name of Recommended Candidate:</td>
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<tr>
<td>Highest Degree Earned:</td>
<td>Effective Date (From):</td>
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<tr>
<td>Race:</td>
<td>Gender:</td>
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</tbody>
</table>

* If salary exceeds salaries of incumbents in the same position title, please provide justification. Use additional sheets if necessary.

2. Attach advertisement that includes a description of duties and the minimum qualification requirements for the position.

3. Sources of Advertisement: (attach copies of letters/announcements)

- National professional journals and newspapers
- Regional journals and newspapers
- Letters and announcements to schools
- Professional meetings
- Other recruitment methods: (List)

4. List special efforts to recruit minority (i.e., Black, American Indian, Hispanic, Asian) and women candidates (e.g., professional caucuses and organizations or universities). In other words, identify the efforts taken to expand the pool of candidates to include qualified women and minorities:
5. Search Committee (include full name, faculty rank, race and gender; identify Search committee chairperson)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Race/Gender</th>
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6. Record of Applications

Summary Tabulation of Applicants

**Note:** An applicant is any individual recommended, nominated or who makes written application to or is solicited by a University department, school or other employing unit for employment as a faculty or EPA non-faculty employee.

<table>
<thead>
<tr>
<th>GENDER</th>
<th>HISPANIC OR LATINO</th>
<th>BLACK OR AFRICAN AMERICAN</th>
<th>WHITE NOT HISPANIC ORIGIN</th>
<th>ASIAN</th>
<th>NATIVE HAWAIIAN OR OTHER PACIFIC</th>
<th>AMERICAN INDIAN OR ALASKAN NATIVE</th>
<th>TWO OR MORE RACES</th>
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7. Methods used to ascertain race and gender. (Forward an EEO Letter and/or Supplemental Personal Data for Evaluating EEO Recruitment to each applicant.)

8. Record of Applicants Excluded from Consideration

A. Summary tabulation of all applicants who have been excluded from consideration (i.e., any applicant not selected for interview)

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<th>GENDER</th>
<th>HISPANIC OR LATINO</th>
<th>BLACK OR AFRICAN AMERICAN</th>
<th>WHITE NOT HISPANIC ORIGIN</th>
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</table>
B. Give specific reasons for the exclusion from consideration of all applicants. List each applicant individually and the reason(s) for exclusion. Please use additional sheets if necessary.

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<thead>
<tr>
<th>Name</th>
<th>Race/Gender</th>
<th>Reason for Exclusion</th>
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C. Summary Tabulation of Individuals Offered Interviews

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<th>GENDER</th>
<th>HISPANIC OR LATINO</th>
<th>BLACK OR AFRICAN AMERICAN</th>
<th>WHITE NOT HISPANIC ORIGIN</th>
<th>ASIAN</th>
<th>NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER</th>
<th>AMERICAN INDIAN OR ALASKAN NATIVE</th>
<th>TWO OR MORE RACES</th>
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</table>

D. For each individual offered an interview but not recommended for the position, provide the information requested below (attach additional pages if necessary):

<table>
<thead>
<tr>
<th>Name</th>
<th>Race/Gender</th>
<th>Reason for Exclusion</th>
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<tbody>
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</table>

E. For the recommended candidate, list your reasons why you feel this applicant is best qualified.

<table>
<thead>
<tr>
<th>Reason Why Recommended Candidate is the Best Qualified</th>
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</thead>
<tbody>
<tr>
<td>Candidate Name</td>
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</tbody>
</table>
We certify that the University’s Equal Employment Opportunity policies have been followed at each stage of the recruitment and selection process. Documentary evidence is on file in the office of the Chairperson, Dean, Director, Special Assistant, Executive Assistant or Chancellor to support the above representations. Please sign in proper sequence (i.e., individual making recommendation, department unit, etc.)

1. EPA Faculty/Academic Appointments
   a. Individual Making Recommendation
   b. Department Chair/Program Director
   c. EEO Director
      
      **NOTE**: Out of sequence approval signatures are prohibited employment practices in violation of Title VII of the Civil Rights Act of 1964 (Uniform Guidelines on Employee Selection Procedures) and Executive Order 11246
   
   d. Dean/ Director (Nursing, e.g.)
   e. Vice Chancellor/Provost
   f. Chancellor

2. EPA Non-Faculty/Non-Academic Appointments
   a. Individual Making Recommendation
   b. Director/Department Head
   c. EEO Director
      
      **NOTE**: Out of sequence approval signatures are prohibited employment practices in violation of Title VII of the Civil Rights Act of 1964 (Uniform Guidelines on Employee Selection Procedures) and Executive Order 11246
   
   d. Vice Chancellor
   e. Chancellor
## EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

**EPA Faculty/Academic Signature Process**

<table>
<thead>
<tr>
<th>Step</th>
<th>Signature Required</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Individual Making Recommendation</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>Department Chair/Program Director</td>
<td></td>
</tr>
</tbody>
</table>

**Action of EEO Director:**

- [ ] Approved
- [ ] Rejected

For:

- Name of Selected Candidate
- Position Title

**Reason(s) for Rejection:**

- [ ] EEO Director
- [ ] Dean/Director (Nursing, e.g.)
- [ ] Vice Chancellor/Provost
- [ ] Chancellor
EPA Non-Faculty/Non-Academic Appointments

a. Individual Making Recommendation

b. Department Chair/Program Director

Action of EEO Director:

- Approved
- Rejected

For:

Name of Selected Candidate

Position Title

Reason(s) for Rejection:

c. EEO Director

d. Vice Chancellor

e. Chancellor
EEO MEMORANDUM

The EEO Letter for Applicants requests supplemental personal data from job applicants for the purpose of evaluating equal opportunity recruitment. The letter is to be used in conjunction with recruitment for all faculty positions and all staff positions that are exempt from the provisions of the State Personnel Act (EPA). The business reply return envelopes should bear the following address:

Equal Employment Opportunity Office
North Carolina Central University
Suite 304
Hubbard-Totton Building
Durham, North Carolina 27707
Email: eeo_aa@nccu.edu

Recommended procedures for using the EEO Letter as part of the recruitment process are as follows:

1. The requesting department or office advertises the position.

2. Applications are received and date stamped.

3. For all unknown applicants, the recruiting department/office sends the EEO Letter and return envelope. **(NOTE: The title, department or office in which the vacancy exists, the date application was received and position applied for should be entered on the EEO Letter by the recruiting department/office BEFORE sending to applicants along with a reply envelope.)**

4. Upon receipt of the EEO Compliance Report, the EEO Director will insert the race and gender changes and request additional information if necessary.

Questions regarding the EEO Letter may be referred to the EEO Director.
Dear Applicant:

North Carolina Central University is an Equal Opportunity Employer committed to the policies and principles of equal employment opportunity in its recruitment procedures. To assist the University in responding to inquiries by federal and state agencies, we measure and monitor our recruitment success by evaluating personal data received from applicants.

In this connection, I would appreciate you providing the information requested on the reverse of this letter and returning it in the business reply envelope provided. Disclosure of this information is voluntary and will be used only for legally required reporting purposes and in furtherance of equal employment opportunity. The information provided will not be used in any way to evaluate your qualifications for the position you are seeking.

Thank you for your cooperation.
Sincerely,
Paul Forte, EEO Director

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date of Application:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Applied For:</td>
<td>Department:</td>
</tr>
</tbody>
</table>

Please check the information that is appropriate to you:

1. **PREDOMINANT ETHNIC BACKGROUND**

   | | | | |
   | If you are not Hispanic, proceed to the categories below to indicate your race or ethnicity. | | |
   | | | | |
   | Hispanic or Latino | White (Not of Hispanic Origin) | Native Hawaiian or Other Pacific Islander |
   | | Black or African American | American Indian or Other Alaskan Native |
   | | Asian | Two or More Races |

2. **GENDER:** | Female | Male |
3. **VETERAN:** | Yes | No |

4. **SOURCE OF VACANCY INFORMATION:**

   - Advertising; what source: ____________________________
   - Vacancy Notice; where posted: ____________________________
   - Word of mouth from: ____________________________ or NCCU Faculty/Staff Member
   - Other (please specify): ____________________________
   - Invited to apply by: ____________________________ or NCCU faculty/staff member
   - If none of the above, please specify: ____________________________
EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES

SECTION 6

EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH FORMS

EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES
FORMS PACKAGE LINK

http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1430

OTHER EEO REQUIREMENTS AND GUIDELINES FOR EPA SEARCH PROCESSES FORMS LINKS:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEO COMPLIANCE REPORT FOR EPA POSITIONS</td>
<td><a href="http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1431">http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1431</a></td>
</tr>
<tr>
<td>EEO MEMORANDUM AND EEO LETTER AND SUPPLEMENTAL DATA FOR EVALUATING EEO RECRUITMENT FORM</td>
<td><a href="http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1434">http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1434</a></td>
</tr>
<tr>
<td>REQUEST FOR WAIVER OF RECRUITMENT FORM</td>
<td><a href="http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1435">http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1435</a></td>
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<tr>
<td>EEO COMPLIANCE REPORT CHECKLIST</td>
<td><a href="http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1433">http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1433</a></td>
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<tr>
<td>EPA ADMINISTRATION EMPLOYMENT CHECKLIST</td>
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<tr>
<td>DOCUMENTING THE SEARCH CHECKLIST</td>
<td><a href="http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1436">http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1436</a></td>
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