

EHRA Recruitment and Selection Procedures

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Procedures for EHRA Personnel

The University of North Carolina at Chapel Hill is committed to providing equal access to our employment environment and ensures that all employment-related decisions are in accordance with the principles of equal opportunity.

The Equal Opportunity and Compliance (EOC) Office is responsible for monitoring the university's equal opportunity and affirmative action efforts; and the recruitment and search process.

The following procedures are designed to provide guidance to the university community on meeting equal opportunity/affirmative action obligations.

For detailed information on equal opportunity and affirmative action at UNC-CH, please visit our [website](#).

I. PEOPLEADMIN SYSTEM

PeopleAdmin is a web based recruitment and applicant tracking system that was created to streamline the recruitment and application processes for EHRA Faculty and Non-Faculty positions. Use of this system is **required**; and replaces all former paper processes.

Features of the system include:

- Online recruitment posting processing.
- Automatic web posting of approved recruitments to both the UNC-CH and Inside Higher Ed (IHE) websites.
- Online collection of basic applicant data including EEO ethnicity, race, and gender data, attachment of curriculum vitas (CVs) or resumes as appropriate, cover letters and up to 10 additional documents as specified by a department in the candidate instructions.
- Online collection and feed of applicant and hiring data to EEO monitoring software tools to assure good faith compliance effort.
- Immediate access to applicant materials by hiring managers and search committee members.
- Online submission of all interim reviews and selection and hiring proposals including all EHRA EEO documentation.
- Integration with the Position Management component for EHRA Non-faculty.
- **Vacancy ID** – Random system generated numbers in PeopleAdmin that are used to identify recruitment postings. The Vacancy ID replaces the Recruitment ID (Rec ID) formerly used in the RecruitmentWeb system.
- **Position Numbers** – Randomly generated numbers in position management used to identify EHRA Non-Faculty positions. Position numbers can also be used to identify EHRA Non-Faculty positions in PeopleAdmin.
- **Position Posting Category** – A category assigned during the creation of a requisition that is used to group similar positions. Applicants may search for positions on a number of parameters including position posting category.

II. INITIAL APPOINTMENTS

Once a vacancy for an EHRA Faculty, Non-Faculty or Postdoctoral Scholar position occurs, a Recruitment Posting should be created and routed through PeopleAdmin for approval. Proposed **advertisement(s)** need to be attached when the department/unit will advertise in additional venues beyond the UNC- CH and IHE websites.

- Search procedures apply to all permanent and temporary EHRA Faculty, Non-Faculty and Postdoctoral Scholar recruitments.
- Two **routing stops** are required for EHRA postings. The Department HR Representative will initiate the Posting and submit it to the EEO School/Division Approver. They will review and approve all postings for their unit and submit them to Equal Opportunity and Compliance Office. The Equal Opportunity and Compliance Office will be the final routing stop for all EHRA Postings actions.
- **Multiple positions** with the same qualifications/requirements can be recruited for on the same posting. For EHRA Non-Faculty jobs, only 1 position number from Position Management is needed to initiate a posting.
- For detailed instructions on **how to complete the Recruitment Posting form**, please view the UNC (PeopleAdmin) User Guide at: <https://uncpahelp-dept-its-eausprod.cloudapps.unc.edu/Default.htm>

III. USE OF SEARCH FIRMS FOR EHRA FACULTY AND NON- FACULTY POSITIONS

It is acceptable to use search firms when conducting an open search to fill an EHRA Faculty or Non-Faculty position at the University of North Carolina at Chapel Hill. It will be the responsibility of the hiring department to familiarize the search firm with the University's hiring policies and practices. It will also be the department's responsibility to cover any fees associated with the search firms.

Departments utilizing search firms will need to ensure the requisitions are processed in PeopleAdmin.

IV. EHRA NON-FACULTY POSITIONS

- **EHRA Non-Faculty positions** must be created and active in position management prior to initiating a recruitment posting.

- EHRA Non-Faculty requisitions have 5 fields that are directly populated with data from Position Management. The *position summary, educational requirements, qualifications/experience, working title, and salary range fields* are imported into PeopleAdmin from Position Management and may ***not be edited within the recruitment posting. To change any of these fields a modification will need to be submitted and approved in EPA Web. You can then contact the Equal Opportunity and Compliance Office to make the edits in PeopleAdmin. Prior to initiating a recruitment posting for all EHRA Non-Faculty positions, the department should review these fields in position management to determine whether or not updates are necessary.***

EPAWeb has been replaced by ConnectCarolina talent. For updated information on hiring web administration, please visit OHR's Hiring Playbook (link: <https://hr.unc.edu/managers/hiring/playbook/>).

V. POSTING PROCESS

A. POSTING PERIODS

- **Tenured/Tenure Track positions** – must be advertised ***nationally*** for a minimum of **30** days.
- **Administrative Appointment with Faculty Rank** (Example: Provost, Deans, Chair) – must be advertised ***nationally*** for a minimum of **30** days.
- **Fixed-Term Faculty** – must be advertised ***locally and regionally*** for a minimum of **14** days. The automatic posting to the Inside Higher Education website meets the regional requirement.
- **EHRA Non-Faculty** positions, including Research Assistant and Research Associate positions, must be advertised for a minimum of **14** days and must appear in UNC-CH Employment Opportunities, unless the Equal Opportunity and Compliance Office approves a request for a shorter period.
- **Senior level positions** must be advertised regionally with selected positions advertised nationally (Example: Vice Chancellor's, Directors, and Deans) for a minimum of **14** days.
- **All Temporary positions and Postdoctoral Scholar positions** must be advertised for a minimum of **3** days. These positions can be advertised for longer periods as determined to be necessary by the hiring department.
- If the requested **posting period** is less than the default minimum, the user must provide justification in the comments box.

- Positions will either be **open until filled** or have an **application deadline**. If open until filled, the job will be advertised until the position is filled. Maximum Posting Period
 - 1 year from the initial posting date;
 - Expectation that after 1 year departments will close existing postings with little to no activity; **or**
 - Close existing postings and initiate a new posting to replace the outdated posting; **or**
 - Submit a request to the Equal Opportunity and Compliance Office to extend the posting.

B. ADVERTISEMENT GUIDELINES

Advertisement samples need to be attached to the Posting action on the Posting Specific Documents screen when the dept/unit will advertise in additional venues beyond the UNC-CH and IHE websites.

- Information to include in external advertisements:
 - Name of the University, College and Department
 - Title of the position
 - Responsibilities of the position (position summary)
 - Minimum and preferred education, experience and skills
 - Specific applicant instructions for submitting additional materials should be included when applicable.
 - Application deadline
 - The advertisement should always include the EEO statement for the University: *“The University of North Carolina at Chapel Hill is an equal opportunity, affirmative action employer and welcomes all to apply, including protected veterans and individuals with disabilities.”*
 - The advertisement should include the Quick Link URL: <http://unc.peopleadmin.com/postings/xxxxx> for the Job Posting.

C. ADVERTISEMENT SOURCES

- National professional journals and newspapers
- Regional journals and newspapers
- Letters and announcements to schools
- Professional meetings (**provide name and date of meetings**)
- Other recruitment methods (provide the name & addresses for listserv’s and web sites)
- The EOC Office has purchased a membership subscription to the [National Registry of Diverse & Strategic Faculty](#), formerly known as the **National Minority Faculty ID Program**. Please contact the EOC Office for the login and password.

Reminder: Check publication dates for National and Professional journals. As you will need to ensure the application deadline is 30 to 45 days after the print advertisement appears. If position is “open until filled” this is not an issue.

D. RECRUITMENT EFFORTS

Special efforts to identify minority and female candidates.

- Identify efforts the department will undertake to reach minority and female populations. Special efforts should be undertaken by the department to identify minority and female candidates when the department is underrepresented in this position for either constituency. (Examples: list professional caucuses, organizations and universities).
- List any special recruitment activities that will be a part of this search. (Example: interviewing at professional meetings)
- Visit the [Equal Opportunity and Compliance website](#) for a list of Diversity Recruitment Sources:

E. SEARCH COMMITTEE APPOINTMENTS

- A **minimum of 3** search committee members is required (internal & external combined). There is no maximum number that can be assigned; however, females and minorities must be represented on the search committee.
- A Search Committee Chair must be identified – you may have 1 or 2 individuals assigned as chairs (internal & external combined).
- ***If no females or no minorities are included on the search committee, the department is required to contact the Equal Opportunity and Compliance Office to provide an explanation/justification.*** Every effort should be made to include female and minorities on the search committee. Recruiting members from other departments or including members who may not specialize in the technical area, but who understand the search process, can add diversity to the committee and valuable feedback on candidate selection.
- Internal search committee members – To add internal search committee members you can search on their name or email address to see if they previously served on a committee. If you are adding them to a committee for the first time you will need to enter their name, email address and PID information in the search field.
- SHRA employees may serve on EHRA search committee

- *External search committee members* will require an ONYEN to access the applicant data related to searches. External members who do not have an active ONYEN may be assigned one through the affiliate system.
- All hiring supervisors, search committee chairs and members should complete the [Online Training Module](#) at least once before beginning the search process. The module can be accessed at .

F. SUPPLEMENTAL QUESTIONS

- **Adding New Supplemental Questions:** Click on the button labeled "Add a Question." A pop up section will appear where you can add an existing question or create a new one.
- **Adding Existing Supplemental Questions:** There are two ways to search for approved posting questions to add to the job being posted. You can filter using the key word search or filter by question category.
- **Assign Points or Disqualifying Responses:** Click on the question that has been added and a dropdown menu will appear where points and disqualifying responses can be associated to the supplemental question.
- **Supplemental Question Options:** Once questions have been added to the posting, you will see a column of checkboxes to the left of each question; checking these boxes will make a question required.

G. MODIFYING A RECRUITMENT POSTING

To Modify a Faculty or Postdoctoral Scholar recruitment once it is Posted, or to extend the posting period *contact* the Equal Opportunity and Compliance Office. For EHRA Non-faculty positions to edit any of the information that is fed to PeopleAdmin from EPAWeb, you will first need to submit a modify action in EPA Web. Once that is approved you can contact the Equal Opportunity and Compliance Office to modify the posting in PeopleAdmin.

The only fields that may *not be modified* are the Supplemental Questions if they are used. Once a requisition is completed and posted to the applicant website, these questions *cannot* be changed.

H. INTERIM REVIEW & NON-SELECTION CODES

The Interim Review should be submitted:

- **after** the application deadline,
- **after** the minimum posting period (**30 or 45 days**) and
- **before** interviews are offered to candidates.

The Interim Review is processed by updating the applicant workflow statuses and routing the Posting for approvals.

Exceptions to this policy require prior discussion and written approval from the Equal Opportunity and Compliance Office.

- Non-Selection Reason Codes
 - 1 – Withdrew from consideration
 - 2 – Accepted an offer outside University
 - 3 – Selected for another University position
 - 4 – Applicant is unable to meet position scheduling requirements
 - 5 – Application review shows lack of directly related skills and abilities
 - 6 – Application review shows sufficient skills and abilities but less than selected candidate
 - 7 – Applicant does not meet essential skills requirements posted
 - 8 – Application presentation is inconsistent with position requirements
 - 9 – Other (open text box provided)
- Either the Department HR Representative or the Search Committee Editor may update selections for interview and reasons for non-selection.
- Only the Department HR Representatives are allowed to submit the Interim Review for approvals.
- Applicant status changes may be made by contacting the Equal Opportunity and Compliance Office.
- As noted above, the Interim Review may be submitted multiple times as candidates apply and are invited to campus for interviews.
- All applicants listed as remaining under review consideration do not have to be interviewed. Submitting an extended list initially may prevent the unit from having to later submit an updated Interim Review to request permission to interview additional applicants that may have been previously excluded.
- Certification by the Departmental Equal Opportunity Officer (Department EEO Approver) and the School/Division HR Approver that the recruitment and selection activities conform to the principles and objectives of the Equal Opportunity Plan is required. Please note:

Department HR Representatives cannot approve for both the Department HR Representative role and the Department EEO Approver role on the same Interim Review action.

I. SELECTION AND HIRING PROPOSAL

- When a candidate has been Recommended for Hire, the Selection and Hiring Proposal is completed. All excluded candidates must have a non-selection reason code indicated. Candidates still under consideration as a finalist do not need an exclusion code.
- The recommended salary an EHRA Non-Faculty position must be within the range approved in the requisition; otherwise the Selection and Hiring Proposal action will **not** be approved.
- Special conditions of appointment, if any, should be noted in the comments section of the Selection and Hiring Proposal.
 - Appointment as Instructor with Special Provisions. (Example: After notification of the award of Ph.D. the title will change to Assistant Professor).
 - Contingent upon the availability of funds.
 - Contingent upon the procurement of an appropriate immigration and/or visa status prior to the effective date of the appointment and maintenance of an appropriate status for the duration of the appointment.
- Certification by the Departmental Equal Opportunity Officer (Department EEO Approver) and the School/Division HR Approver that the recruitment and selection activities conform to the principles and objectives of the Equal Opportunity Plan is required.
- For requisitions created to hire more than one individual from the same applicant pool, a Selection and Hiring Proposal must be submitted for each candidate Recommended for Hire.
- For declined offers, **if** additional finalists were identified in the Interim Review; the department would update the applicant workflow to Recommended for Hire and submit a new Selection and Hiring Proposal for the alternate candidate.

J. EPA WEB ACTIONS

The following actions should be entered into EPA Web (use appropriate EPA Web process, depending on type of appointment).

- Administrative/Secondary Appointments – should be entered into EPAWeb
- Distinguished Professorships – provide the official name of the professorship in the Comments Section
- Acting/Interim Appointments – provide an explanation in the Comments Section
- Salary/FTE Changes (EHRA Non-Faculty salaries are approved in Position Management)
- Changes in Effective Dates – provide the correct effective dates in the Comments Section

K. NEPOTISM

No family member may occupy a position that has influence over another's employment, transfer, promotion, salary administration, or other related management or personnel consideration. If relatives are considered for employment, it is necessary for the department head to complete a certification form verifying that such action will not violate the UNC-CH policy on Nepotism.

Hiring units are required to submit a completed **Nepotism Certificate** stating that the University's Nepotism Policy has not been violated whenever related individuals are considered for employment in the same unit. The certification form can be attached to the EPA Web New Employment Action.

The policy may be viewed on the UNC Policy Manual website under the [Employment of Related Persons \(Anti-Nepotism Policy\)](#) section.

VI. WAIVER OF RECRUITMENT

The **Create Waiver Action** is used in cases where the department has a reason or need to hire outside of the formal recruitment process. Waivers are considered and approved as **exceptions** when the absence of a search does not impact equity, and the search request meets one of the following requirements:

a. Administrative Waivers

Waivers may be granted for the following administrative reasons. The requesting department must demonstrate that the requirements for the selected category are met.

- Emergency Appointment:** Fill an unanticipated vacancy resulting from an unforeseen circumstance, including an employee's death, medical incapacitation, or immediate resignation or the widespread outbreak of a serious communicable disease or other public safety emergency. Permanent emergency appointments may be made via waiver only when there is no current employee who can fill the vacancy on an interim basis pending a formal recruitment process. The department must submit documentation of the circumstance causing the vacancy,

an attestation that there is no current employee who can fill the vacancy on an interim basis, and, in the case of an immediate resignation, an attestation from the Department head that the resignation was unforeseen.

- ii. **Employment Pursuant to Grants:** Hire of an individual who is identified as a principal investigator or co-principal investigator in grant applications and who are University postdoctoral research associates, clinical fellows, or other similar titles in this category at the time of the submission of the grant application. The waiver candidate may be waived only into a non-tenure track EHRA position, and employment must be conditioned on successful award of the grant application and time-limited to the duration of the grant. The requesting department must certify that the submission of the grant application and the proposed employment are based on the academic merits of the grant application and not on any impermissible considerations.
- iii. **Identified through Prior Search:** Hire of a candidate identified through an open recruitment conducted within the past six months for an opening in the same or similar job title.
- iv. **Intent to Pay:** Transfer of an individual hired without compensation by the University to the same position as a University-paid appointment.
- v. **International Rehire:** Rehire of a current or former employee requiring sponsorship whose relevant credentials (e.g., visa) expired or will expire, requiring the employee's employment to end before renewal of the relevant credential.
- vi. **Limited Search Pool:** Hire of a qualified candidate identified through a formal recruitment process for the position when the search would otherwise be failed due to lack of the required number of qualified candidates to complete the formal search process. The department must submit a copy of the original job posting and a list of recruitment efforts made.
- vii. **National Matching Process:** Hire of a candidate selected through a national matching process in which the opportunity is competitive but facilitated outside of the standard applicant tracking system. The requesting department must submit a description of the national match program and include documentation related to its standardized use across the discipline or industry.
- viii. **Other Administrative Waiver:** Hire of a candidate outside the formal recruitment process for other administrative reasons with supporting documentation.
- ix. **Reassignment as an Accommodation:** Transfer of a qualified current employee to an open position as an accommodation approved by the University's Americans with Disabilities Act (ADA) Coordinator or designee.
- x. **Retiree Returning to Same Department:** Rehire of a retired employee who has ceased all active employment with the University and is being rehired into the same department as an adjunct faculty member or other temporary, part-time employee performing duties comparable to their prior duties.
- xi. **Spousal Hire:** Hire of a qualified spouse of a successfully recruited candidate, where the timing of the negotiations with the successfully recruited candidate requires the immediate ability to respond to the candidacy of the spouse for the position in question.

Additional Instructions for Waivers for Spousal Hires:

As part of a continuing commitment to provide students and the campus with a thriving, intellectually stimulating educational environment, a gifted and diverse faculty is essential. That is why the University of North Carolina at Chapel Hill has had a Spousal Hiring Program. This program recognizes that success in recruitment often depends on the opportunity to facilitate appointment of an accompanying academic spouse, and the Office of the Executive Vice Chancellor & Provost will assist departments and colleges by providing matching funds in support of such appointments.

Limitations: The program is used to facilitate the employment of spouses of new tenure track or tenured faculty who are being recruited to UNC-Chapel Hill or area universities. This is not a program for spouses of already employed faculty members. The Office of the Executive Vice Chancellor & Provost may alter the limitations of this program as funds are expended or as more funds become available. Please contact the Office of the Executive Vice Chancellor and Provost to determine whether funds are still available before submitting a request.

Program: The program provides funds from the Office of the Executive Vice Chancellor and Provost to assist departments in the appointment of accompanying academic spouses. For purposes of this program, the term “recruited faculty appointee” refers to the individual being recruited and for whom there is an academic spousal appointment assistance issue. “Accompanying academic spouse” refers to a person with appropriate faculty academic credentials who is a qualifying spouse or domestic partner. The terms of the program are as follows:

- the accompanying academic spouse must become a candidate for a position (fixed term or tenure track) and be appointed through the regular university hiring processes;
- the unit which appoints the accompanying academic spouse provides a minimum of one-third (minimum 33 1/3%) of the salary and associated benefits of the accompanying academic spouse;
- the unit which appoints the recruited faculty appointee provides a minimum of one third (minimum 33 1/3%) of the salary and associated benefits of the accompanying academic spouse; and,
- the Office of the Executive Vice Chancellor and Provost provides up to one third (maximum 33 1/3%) of the salary and associated benefits for hiring the accompanying academic spouse.
- the salary funding for the position to which the accompanying academic spouse is appointed will be provided for three years.

- if the accompanying academic spouse leaves this position before the end of the three years, the salary and benefits funding in the position at the time will revert according to the initial proportions indicated above.
- the continuation of the appointment of the accompanying academic spouse shall be entirely under the purview of the unit in which that individual is appointed in accordance with all personnel policies and procedures applicable to similar appointments in the unit. The letter of appointment should explicitly state if, beyond the first three years, the position is contingent on the availability of funds from the accompanying academic spouses' home department.
- Approval of funding for a spousal hire under this Policy does not constitute waiver of the requirements of the University [Anti-Nepotism Policy](#).

Process: Units should direct requests for program funds in writing by letter to the Executive Associate Provost. Requests must include the following and be endorsed by both units involved:

- a description of the market contexts in which the hiring of the recruited faculty appointee and accompanying academic spouse are to take place; indicate if waiver(s) of EEO requirements are to be used in the hiring.
- the academic purposes served by hiring the recruited faculty appointee and accompanying academic spouse;
- the source(s) of funds to be used by the hiring units to support their portions of the accompanying academic spouse's salary and benefits.

Requests can be made at any time and will be considered as long as funds are available to support the program. No funds will be provided to a department or college until a memorandum of understanding has been signed by the Office of the Executive Vice Chancellor and Provost and participating units. [Click here to access the spousal hiring memorandum of understanding form](#). Funds provided will revert to the Office of the Executive Vice Chancellor and Provost or the units when the appointment of the accompanying academic spouse ends. The names of persons who are hired through this Program are generally kept confidential, so as to create a climate of equity among the faculty. Questions about this program should be directed to the Executive Vice Provost.

Spousal Hires may be arranged between UNC-Chapel Hill and other area universities.

In the case where the primary hire is in a UNC department, the spousal hire may occur in another university and when this occurs:

- the UNC department making the primary hire provides 1/3 of the spousal salary,

- the Provost of the other area university provides 1/3 of the spousal salary, and
- the spouse’s department at the other area university provides 1/3 of the spousal salary.

In the case where the primary hire is at another university, the spousal hire may occur at UNC and when this occurs:

- the department at the other university making the primary hire provides 1/3 of the spousal salary,
- the UNC Provost provides 1/3 of the spousal salary, and
- the spouse’s department at UNC provides 1/3 of the spousal salary.

The Office of the Provost may alter the arrangements with other universities as needed for a specific appointment.

Policy Guidance on Definition of Spouse and Partner Status:

In administering the Spousal and Partner Hiring Assistance program, the Office of the Executive Vice Chancellor and Provost requires that the accompanying spouse/partner either be legally married to the appointee or a “domestic partner” of this individual. The definition of “domestic partner” is: two individuals (regardless of gender) who have reached age 18 or older, who live together in the same residence in a long-term relationship of indefinite duration with an exclusive mutual commitment, who are not married or related to the other by blood or marriage, and who are responsible for each other’s welfare and share financial obligations, as evidenced by three of the following types of documentation which should be provided upon request: (a) joint mortgage or lease; (b) designation of domestic partner as beneficiary for life insurance; (c) designation in will of domestic partner as primary beneficiary upon death; (d) domestic partnership agreement; her powers of attorney for property and health care; and (f) joint ownership of a motor vehicle, joint checking or savings account, or joint credit account.

b. Official Training or Professional Development Program Waivers

Waivers may be granted for employment following completion of one of the following competitive official training or professional development programs. The requesting department must demonstrate that the candidate was selected for the program through a competitive process, that the candidate completed or will complete the program prior to beginning employment, and that the waiver request is for waiver into the identified position type. Completion of one of the identified programs does not guarantee permanent employment, and waivers should not be requested for all candidates completing one of the identified programs.

- University Graduate Student:** The waiver candidate must have completed their PhD with the University within the academic term. The waiver candidate may be waived only into a Short-Term Postdoctoral Position in the academic discipline in which they completed their graduate training.
- University Postdoctoral Fellow:** The waiver candidate must have completed five years as a University Postdoctoral Fellow but may be considered for a waiver with fewer years in special

circumstances. The waiver candidate may be waived only into a Research Associate position in the discipline in which the candidate trained during their postdoctoral fellowship.

Additional Instructions for Waivers for University Postdoctoral Fellows:

The following describes the procedures for appointing a Postdoctoral Fellow to a Research Associate. The Faculty and Non-Faculty - Special Search Policy for EPA Appointments can be viewed at: https://ccm-contrib-dev.unc.edu/ccm/groups/assets/@hr/@eqempopp/documents/content/ccm1_031978.pdf.

This method ensures that the University's equal opportunity guidelines will be met. Appointing units will still be required to ensure that individuals appointed under this procedure represent the diversity that characterizes the postdoctoral pool at the University. The Equal Opportunity and Compliance Office will review these appointments annually and report to the Vice Chancellor for Research and Economic Development whether the University's diversity goals are being adhered to in these appointments. Below are the steps to be taken:

Request a New EHRA Non-Faculty Position by submitting a Create Position action using the Position Management menu in the EPAWeb Personnel Action System. The position creation process must be used both for permanent and temporary positions, whether full- or part-time and regardless of FTE. All position requests will route to the appropriate next level Dean/Division office and then to the EPA Non-Faculty Human Resources unit in the Office of Human Resources for further review and approval. This request must be approved before proceeding to the next step. Questions about creating a position should be directed to the EHRA Non-Faculty Human Resources Office at (919) 962-2897 (for more information, please refer to EHRA [Non-Faculty Policies, Procedures and Guidelines](#) specifically under the Position Classification and Maintenance section. See [Creation or Modification of Non-Faculty Positions](#).

Prepare request letter to the Equal Opportunity and Compliance Office with appropriate information pertaining to the postdoctoral fellow proposed for appointment to research associate including the Position ID Number assigned by EPA Non-Faculty Office. (See Appendix D for sample letter.)

Complete a *Waiver of Recruitment* in PeopleAdmin. Attach copies of a signed justification letter and current CV/Resume of selected candidate to this waiver request. Request(s) will route through the appropriate administrative channels to the Equal Opportunity and Compliance Office and EHRA Non-Faculty HR unit.

Prepare the necessary EPAWeb action in the EPAWeb Personnel Action System attaching the required personnel documentation. See [EPAWeb Supporting Documentation Transmittal Guidelines: http://hr.unc.edu/policies-procedures-guidelines/epa-non-faculty-policies/epa-nf-records/CCM1_018394](http://hr.unc.edu/policies-procedures-guidelines/epa-non-faculty-policies/epa-nf-records/CCM1_018394).

c. Special Circumstances Waivers

Waivers may be granted in rare circumstances when warranted either because of the particular needs of the position and/or the unique skillset of the candidate. The requesting department must demonstrate at least one of the following or other comparable circumstances justifying a waiver:

1. The location, type, or responsibilities of the job makes recruiting difficult. This should be demonstrated by information about previous efforts, such as the number of current vacancies and length of those vacancies, the number of positions previously opened for recruitment for which recruitment difficulty existed, the length of time needed for prior recruitments, and/or the number of prior failed recruitments.
2. The requesting unit or department's staffing needs are such that conducting an open recruitment would put an unreasonable burden on the business operations of the unit or department. This should be demonstrated by information indicating a high number of open vacancies and/or recent search processes in the unit or department, limited staff resources to conduct additional search processes, and a measurable negative impact on the operations of the unit due to search processes. The requesting unit must also provide sufficient justification for requesting a waiver for the specific position identified as compared to other open positions. This justification will most commonly be provided if a qualified internal candidate is the waiver candidate, particularly when the waiver would improve employee retention or when the department can demonstrate that the length of time required to onboard an alternative candidate would be detrimental to the functioning of the department or the University.
3. The requirements of the position are sufficiently specialized that they can be filled by only a limited number of candidates, all of whom are professionally renowned in their specialty. The requesting department must demonstrate that it is commonly accepted that there are only a few people who possess the necessary credentials and that the waiver candidate is commonly accepted to possess the necessary credentials, as documented by external sources.
4. The candidate has such specialized skills or is so noted in their discipline as to provide a reasonable presumption that the individual would be one of the top candidates in an open search. This should be demonstrated by information indicating that: the candidate is an internationally recognized leader in a particular field (e.g., a Nobel Laureate or a Pulitzer Prize winner) and/or is a recognized leader in a new and important field of inquiry, as documented by external sources, or by other comparable information documented or verified by external sources. In limited circumstances, this may be demonstrated by information indicating the position requires and the candidate has such a level of institutional knowledge that there is a reasonable presumption that the waiver candidate would be able to immediately assume the duties of the position without detriment to the functioning of the department or unit.
5. This waiver reason may be used to make an employee in an interim role permanent in the same position if the following criteria are met: (1) the candidate has successfully served in the interim role for a minimum of six months; (2) the candidate is in good standing with the University; (3) the department has considered maintenance of equity in the unit; (4) the department can demonstrate that the length of time required to onboard an alternative candidate would be detrimental to the functioning of the department or the University; (5) the waiver would improve employee retention; and (6) absent extenuating circumstances, the candidate has not previously been waived from interim to permanent. Determinations on waivers requested

under Section VI.C. will be made by a committee consisting of representatives from the Office of the Provost, the Office of Human Resources, and the Equal Opportunity and Compliance Office, as appropriate for the particular waiver request.

To process a waiver request:

- Submit the Waiver of Recruitment in PeopleAdmin.

To process a waiver request in PeopleAdmin:

- Complete the required fields on the Posting Information screen in PeopleAdmin.
- Proceed to the Waiver Information screen and answer yes to the questions: Is a posting waiver requested for this position?
- Complete the required fields on the Waiver Information screen.
- Go to the Posting Specific Documents screen and attach the following:
 - Waiver Justification Letter
 - Waiver Candidate CV/Resume

Internal Only Search

- A Waiver is considered a type of internal only search because the position is not being advertised externally. A particular candidate is being recommended for hire and that could be an internal or external candidate.

Another type of internal only search is where a position is posted on the UNC Careers at Carolina web page and qualified internal candidates are able to apply. However, this position is not advertised externally. It will usually be pre-determined that there is a diverse pool of qualified candidates available to apply. The instructions on the PeopleAdmin system make it clear that Departments ***need to get prior approval*** from the EOC Office prior to initiating a recruitment as an Internal Only Search.

Appendix A: Search Committee Checklist

To help search committees prepare for and conduct a successful search, this checklist has been prepared to address the various components of this process: establishing the committee, organizing the search, advertising the position, developing selection criteria, communicating with applicants/candidates, selecting interviewees, conducting interviews and selecting final candidates. Making sure each aspect has been satisfactorily addressed will help the work go smoothly and ensure a lawful search. If you have any questions regarding the checklist please contact the **Equal Opportunity and Compliance Office**.

Establishing the Committee

- _____ Appointment of search committee chair and committee members by the hiring official, dean, department chair or designee
- _____ Charge to the search committee by the hiring official
- _____ Identify tasks to be completed by the search committee
- _____ Complete [Online Search Committee Training Module](#)
- _____ Establish search committee meeting schedule
- _____ Post meeting notices as required by the NC Open Meetings Law

Open Meetings Submission Form

- _____ Review expectations of confidentiality and attendance at committee meetings
- _____ Appoint a search committee recorder responsible for documenting meetings, keeping records of decisions
- _____ Develop budget, including advertising and travel expenses for candidates and committee members

Organizing the Search

- _____ 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
- _____ 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 veteran
- _____ Develop a timeline for the search, including application deadline, interview schedule and target dates for submitting recommendations
- _____ Determine materials to be submitted by applicants and how they will be evaluated
 - Cover letter
 - Curriculum vitae or resume
 - Letters of recommendation
 - List of references
 - Transcripts
 - Statement of philosophy, goals

- Other

_____ Address all equal opportunity/affirmative action procedures

- Review advertisement language, sources, and posting duration
- Ensure inclusion of EEO statement in all postings
- Develop a recruitment strategy to ensure a diverse and talented pool of applicants
- Create requisition in PeopleAdmin system prior to posting advertisements or announcements
- Submit Interim Selection Document to the Equal Opportunity and Compliance Office for approval prior to scheduling or conducting interviews
- Submit Final Selection Document the Equal Opportunity and Compliance Office for approval prior to making job offer to final candidate(s)

Advertising the Position

_____ Identify name, phone number or email address of the department contact for the position

_____ Identify appropriate national, regional and local recruiting market for the position

_____ Identify individuals, institutions, websites, publications and other sources to receive position announcement

_____ Make sure the advertisement includes all required information and has the appropriate approvals

Selection Criteria

_____ Develop and use selection criteria based on the position description

_____ Make criteria as objective as possible, do not include any information that would exclude an individual on the basis of race, color, religion, sex, age, national origin, sexual orientation, disability, marital status, citizenship, or status as a veteran

Communicating with Applicants/Candidates

_____ Email acknowledgement will be sent automatically to all applicants

_____ Send an invitation to apply to all nominated individuals

_____ Communicate with all applicants in a courteous and timely manner

_____ Keep applicants informed on the progress of the search

_____ Maintain confidentiality of applicants to the extent possible

_____ Review guidelines for questions that can and cannot be asked of applicants

_____ Notify candidates before conducting reference or employment check

Selection of Interviewees

_____ Develop and utilize objective criteria for screening vitae or resumes; and maintain timely documentation of the status of all applicants

_____ Based on a review of materials submitted by applicants, identify those who do and do not meet the minimum qualifications; consider transferability of skills and experiences (e.g. use a matrix)

_____ Ensure that all applicants are evaluated on the basis of pre-established criteria related to the position. Avoid comments, either orally or in notes that are not job related

_____ Determine persons to be interviewed, if there is not appropriate representation of target groups; consider methods to identify additional qualified candidates

_____ Note targeted group members that were screened out of the pool and ensure they were given serious consideration

Conducting Interviews

_____ Develop and design a plan and schedule for the interview process and campus visits being careful 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

_____ Develop interview rating sheets and disseminate to all interviewers

_____ Evaluate candidates on their qualifications and the full range of their strengths and experiences.

Selecting Final Candidates

_____ Document all decisions, comparing credentials and qualifications of the excluded candidates to the finalist(s)

Record Retention

_____ Search Committee documentation should include:

- Materials submitted by each applicant

- Evaluation of search materials
- Search committee feedback and notes made during interviews
- Copies of all ads
- Summary of search committee meetings
- committee records should be maintained for three (3) years.

Appendix B: Diversity Recruitment Resources

Historically Black Colleges & Universities (HBCU's) U. S. News & World Report 2014 Best Colleges Rankings (*notable programs)

Claflin University, Orangeburg, SC
(Music, South Carolina Center for Biotechnology Collaboration)
www.claflin.edu

Delaware State University, Dover, DE
(Neuroscience Research Center)
www.desu.edu

Dillard University, New Orleans, LA (Institute
of Jazz Culture)
www.dillard.edu

Fisk University, Nashville TN
(Natural Science Research)
www.fisk.edu

Florida A&M University, Tallahassee, FL
(Largest producer of black college graduates with doctorates in Engineering & Natural
Sciences.)
www.famu.edu
<https://eng.famu.fsu.edu/>
www.law.famu.edu

Hampton University, Hampton VA
(Nanoscience program)
www.hamptonu.edu

Howard University, Washington D.C.
(Medical School, most concentrated group of black scholars in the world.)
www.howard.edu
www.law.howard.edu
www.medicine.howard.edu/

Jackson State University, Jackson MS
(Research Intensive University, biomedical and biological sciences, and teaching degrees.)

www.jsums.edu

Morehouse College, Atlanta, GA
(“Black Ivy League”, First LGBT History in the Black Community Course.)

www.morehouse.edu

www.-sm.edu - Morehouse School of Medicine

North Carolina A&T State University, Greensboro, NC (Sustainable Infrastructure Materials (SIMS) Lab)

www.ncat.edu

Spelman College, Atlanta, GA
(2nd largest producer of college graduates to go on to medical school.)

www.spelman.edu

Tennessee State University, Nashville, TN
(Largest producer of college graduates that go into the agricultural industry.)

www.tnstate.edu

Tuskegee University, Tuskegee, AL
(Nursing, College of Veterinary Medicine, Bioethics and Research programs)

www.tuskegee.edu

www.onemedicine.tuskegee.edu/SVM/SVM.htm

www.tuskegee.edu/academics/colleges/cvmnah/school_of_nursing_allied_health.aspx

Xavier University of Louisiana, New Orleans, LA www.xavier.edu

<https://www.xula.edu/collegeofpharmacy/> (Pharmacy)

Publications

Diverse Issues in Higher Education – www.diverseeducation.com

EOP – Equal Opportunity Publications – www.eop.com/mags-CD.php

- Woman Engineer
- Minority Engineer
- Career & the disABLED
- Workforce Diversity
- Hispanic Career World
- African-American Career World

Professional Organizations

Alliance of Black Women Attorneys - www.msba.org

American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) – www.aahperd.org

American Assembly for Men in Nursing – www.aamn.org

American Association of Black Psychologist - www.abpsi.org

American Association of Hispanics in Higher Education (AAHHE) - www.aahhe.org

American Association of University Women - www.aauw.org

American Association of Women Dentists (AAWD) - www.aawd.org

American Indian Science and Engineering Society - www.aises.org

Asend - Pan-Asian Leaders - www.ascendleadership.org

Asian American Journalists Association (AAJA) - www.aaja.org

Asian Pacific Islander American Association of Colleges and Universities (APIACU) - www.apiacu.org

Association for Asian Studies - www.asian-studies.org

Association for Women in Communications - www.womcom.org

Association for Women in Computing – www.awc-hq.org

Association for Women in Mathematics – www.awm-math.org

Association for Women in Science - www.awis.org

Association for Women in Sports Media – www.awsmonline.org

Association of American Indian Physicians – www.aaip.org

Association of Black Nursing Faculty – www.abnf.net

Association of Black Women Physicians - www.blackwomenphysicians.org

College Language Association – www.clascholars.org/

Hispanic Outlook in Higher Education - www.hispanicoutlook.com

IMDiversity – www.imdiversity.com

Institute for Diversity in Health Management – www.diversityconnection.org

MAES – Latinos in Science and Engineering – www.mymaes.org

National Alaska Native American Indian Nurses Association - www.nanainanurses.org

National Asian Pacific American Bar Association (NAPABA) - www.napaba.org

National Association of Asian American Professionals – www.naaap.org

National Association of Hispanic Nurses - www.nahnnet.org

National Black MBA Association - www.nmbmaa.org, www.nmbmaa.org/nmbmaa-raleigh-durham-chapter/ (Raleigh/Durham)

National Black Nurses Association – www.nbna.org

National Hispanic Medical Association - www.nhmamd.org

National Institute on Minority Health and Health Disparities (NIMHD) – www.nimhd.nih.gov

National Latina/o Psychological Association (NLPA) – www.nlpa.ws

National Society of Black Engineers (NSBE) - www.nsbe.org

National Society of Black Physicists - www.nsbp.org

National Society of Hispanic MBAs - www.nshmba.org

North Carolina Association of Women Attorneys (NCAWA) - www.ncawa.org

Society for Advancement of Chicanos & Native Americans in Science – www.sacnas.org

Society for the Psychology of Women - www.apadivisions.org/division-35/index.aspx

Society of Asian Scientists and Engineers (SASE) - www.saseconnect.org

Society of Hispanic Professional Engineers (SHPE) - www.shpe.org

Society of Indian Psychologists (American Indian and Alaska Native) – www.aiansip.org

Society of Women Engineers – www.swe.org

STEMconnector – www.stemconnector.org

The Black Collegian - www.blackcollegian.com

UNITY: Journalists of Color, Inc. – www.unityjournalists.org

Women in Higher Education - www.wihe.com

Appendix C: Pre-Employment Guidelines

This chart provides important legal guidelines for inquiries that are permissible during the interview and recruitment phase, and those that must be avoided to comply with anti-discrimination laws and to reduce legal liability. Any inquiry should be avoided that, although not specifically listed herein, is designed to elicit information as to any applicant's **race, color, national origin/citizenship, age, sex, religion, or disability**, unless it is a Bona Fide Occupational Qualification (BFOQ). Please review this closely and carefully prior to any screening or interviewing activities. Please call the Equal Opportunity and Compliance Office (919-966-3576) with any questions.

SUBJECT	PERMISSIBLE INQUIRIES	INQUIRIES THAT MUST BE AVOIDED
Age	Only inquiries related to minimum age requirements set by law; if required as a Bona Fide Occupational Qualification (BFOQ).	<ul style="list-style-type: none"> (a) Requirement that applicant state age or date of birth. (b) Request that the applicant produce proof of age (birth certificate, baptismal record). (c) "How old are you?" (d) "We are looking for someone who can relate with younger students."
Criminal & Background Checks	Permissible to ask about convictions for crimes that bear a direct relationship to the job. Consult with Equal Opportunity and Compliance Office if there are any concerns in this area.	<ul style="list-style-type: none"> (a) Asking for disclosure of arrest, or any inquiry related to arrest. (b) To look into criminal background without express written consent from candidate.
Citizenship, Birthplace	<ul style="list-style-type: none"> (a) "If hired, would you be able to show proof of authorization to work in the U.S.?" (b) For verifying authorization <u>after</u> being hired, applicants must be allowed to <u>choose</u> from any of the approved forms of proof available on the I-9 form (all new hires). 	<ul style="list-style-type: none"> (a) Asking if the person "has a green card." (b) Date of citizenship. (c) Asking for proof of citizenship or work authorization <u>before</u> hiring (done after offer). (d) Whether spouse or parents are naturalized or native-born U.S citizens.
Dependents	None.	Inquiries regarding: the number and ages of children; what child care arrangements have been made; family planning.

<p>Disability</p> <p>(has an impairment that substantially limits a major life activity; a record of such, or is regarded as having an impairment.)</p>	<p>(a) "Can you perform the essential functions of the job with or without an accommodation?"</p> <p>(b) Persons with disabilities can be tested in the pre-offer stage, but only if all applicants are tested.</p>	<p>(a) If the applicant has a disability, has ever been hospitalized, formerly used or been addicted to illegal drugs or alcohol, treated for mental illness, or filed worker's compensation claim.</p> <p>(b) To ask for medical examinations or any disability related information.</p> <p>(c) To impose an accommodation upon a candidate that has not specifically asked for one.</p>
<p>Marital and Family Status/Pregnancy</p>	<p>(a) None at the pre-employment stage.</p> <p>(b) "Is there any reason you cannot work evenings or week-ends, if needed?"</p>	<p>(a) To ask if applicant is: single, married, divorced, widowed, etc.; Mr., Mrs., Miss, Ms. (ok after hire for tax purposes).</p> <p>(b) Inquiries regarding the names and ages of spouse or children.</p> <p>(c) Any inquiry concerning pregnancy.</p>
<p>Military Service</p>	<p>(a) Any job related experience.</p> <p>(b) Type of education and experience in the U.S. Armed Services as it relates to a particular job.</p>	<p>(a) Military or reserves service records.</p> <p>(b) Military service for any country other than U.S.</p> <p>(c) Type of discharge.</p>
<p>Name</p>	<p>(a) For access purposes, whether applicant's work or research records are under another name.</p> <p>(b) "Is any additional information relative to change of name necessary to enable a check of your work and</p>	<p>(a) Inquiries about the name that would indicate applicant's lineage, ancestry, national origin, or descent.</p> <p>(b) Inquiry into previous name of applicant where it has been changed by court order or otherwise.</p> <p>(c) To ask if a woman is called</p>
	<p>educational record?"</p>	<p>by Miss, Mrs., or Ms., or to ask for her maiden name.</p>

National Origin	Languages, travel or cultural experiences as they relate to job requirements.	(a) Birthplace of the applicant, parents, grandparents, or spouse. (b) Any other inquiry into national origin or ancestry.
Professional Associations	Inquiries regarding memberships in job-related clubs and organizations. Applicants may omit those that reveal the race, religion, age, sex, disability, etc. of applicant.	(a) Requesting the names of all organizations, clubs, and associations to which the applicant belongs. (b) Inquiries regarding how the applicant spends his/her spare time.
Race, Color	None.	Any inquiry directly or indirectly that would indicate race or color, including color of eyes, hair, skin, or other feature.
Religion or Creed	None. After hiring, it is permissible to discuss accommodations for religious practice, if an accommodation is requested by the employee.	(a) Recommendations of references from church officials. (b) Any inquiry that would indicate religion or creed, such as, "What religious holidays do you observe?" or "What church do you go to?"
Retaliation	None.	Have you ever brought charges or filed a grievance against a former employer?
Sex	None.	(a) Any inquiry that would indicate sex, unless a bona fide occupational qualification (BFOQ). (b) To ask if applicant is expecting, planning a family or uses birth control.
Sexual Orientation	None.	Any inquiry concerning an applicant's heterosexuality, homosexuality or bisexuality.

This information has been compiled from resources provided by the Equal Employment Opportunity Commission (EEOC). Prepared by the Equal Opportunity and Compliance Office, University of North Carolina Chapel Hill. Originally created June 2009.

Appendix D: Sample Letters and Documents

SAMPLE: Letter to Equal Opportunity/ADA Office for Postdoctoral Fellow Appointments

*Submit Memorandum on Departmental Letterhead

MEMORANDUM

TO: Elizabeth Hall
Associate Vice Chancellor of Equal Opportunity and Compliance

FROM: NAME

TITLE:

DATE:

RE: Appointment of Postdoctoral Fellow to Research Associate EHRA NF
Position #: _____

The Department of **NAME** requests permission to appoint **NAME OF POSTDOCTORAL FELLOW** to a Research Associate position in **NAME OF UNIT** under the provisions of the University's Special Search Policy for Certain EHRA Faculty and EHRA Non-Faculty Appointments.

1. NAME OF POSTDOCTORAL FELLOW
2. DISCUSSION OF SPECIAL SKILLS HELD BY THE POSTDOC TO BE EMPLOYED IN THIS POSITION
3. WHERE APPLICABLE, A STATEMENT OF SUPPORT FROM THE HEAD OF THE UNIT.

Signatures:

Director of Research Unit

Chair of Department

Dean of School

SAMPLE: Request for Referral Letter

[DATE]

[ADDRESS]

Dear [NAME]:

The University of North Carolina at Chapel Hill and the [Department] seeks candidates for [POSITION]. Due to your reputation and knowledge of high-caliber individuals, we would appreciate your assistance with the recruitment process. We seek candidates who present diverse experience and value interactions with persons from different backgrounds. Especially welcome are candidates who have experienced cultures other than their own; who can demonstrate effectiveness with a diverse community; and who have shown interest in incorporating multicultural understanding in their work.

[SHORT DESCRIPTION OF JOB]. A job description is enclosed.

You will find a listing of all job openings on the [Careers at Carolina](http://hr.unc.edu/careers-at-carolina/index.htm) website: (<http://hr.unc.edu/careers-at-carolina/index.htm>).

[OPTIONAL: INSERT IF USING A SEARCH FIRM] For this search, the university is working with [FIRM NAME], a retained executive search firm, [FIRM DESCRIPTION]. The firm can be reach through [CONTACT INFORMATION].

If you know of a person who might be interested in this position, I can be reached at [TELEPHONE], or the person may apply directly using the contact information on the website. Your assistance with this search is greatly appreciated.

Sincerely,

[NAME]

[CHAIR/MEMBER] of Search Committee

[TITLE]

SAMPLE: Application Rejection Letter

[DATE]

[ADDRESS]

Dear [NAME]:

Thank you for your response to our recent advertisement for the position of _____ . We appreciated the opportunity to review your credentials and were pleased that you are interested in employment with The University of North Carolina at Chapel Hill.

We have narrowed our search to those few applicants who have the specific qualification and experience we need for this position. Although your credentials do not specifically meet our current needs, we invite you to view our Careers at Carolina [website](#). to learn about other employment opportunities at The University of North Carolina at Chapel Hill.

Thank you again for your interest. We wish you the best of luck in your job search. Sincerely,

[NAME]

Chair, Search Committee

SAMPLE: Letter Following Telephone Interviews

[DATE]

[ADDRESS]

Dear [NAME]:

Thank you for your response to our recent advertisement for the position of _____ .

We appreciate the opportunity to speak with you by telephone to review your credentials and were pleased that you were interested in employment with UNC- Chapel Hill.

We have narrowed our search to those few applicants who best meet the specific qualifications and experience we need for this position. Although your credentials are impressive, we regret to inform you that you are not among those selected for the next round of consideration.

Thank you again for your interest. We wish you the best in your job search. Sincerely,

[NAME]

Chair, Search Committee

SAMPLE: Telephone Reference Check Form

Applicant's Name: _____

Company Contacted: _____

1. When did the applicant work for your company?

From: _____ To: _____

2. What was the applicant's position/title? _____

3. What information can you give concerning?

Quality of work?

Dependability?

4. Did this person get along well with others? Yes No

5. Why did he/she leave your employment?

6. What are the strengths of applicant?

7. What are some areas that need further development?

8. Did the applicant supervise other employees? If yes, how many?

9. How does the applicant handle conflict or confrontational situations?

10. Is he/she eligible for rehire with your company? Yes No

If not, why not? _____

Additional Comments:

Information from:

Title:

Reference Check made by: _____ Date: _____

SAMPLE: Applicant Appraisal Form

Name of Applicant: _____ Date: _____

Position: _____

Interviewer: _____ Division: _____

Rate applicants based on criteria below from 1 (lowest) to 10 (highest). Please comment on the following items Rate from 1 to 10:

Knowledge and Experience – How does previous knowledge and experience relate to current open position?

Mental and Physical Capabilities as they relate to this job – Verbal ability, judgment, analytical, logical, decisive, resourceful, imaginative, can/cannot meet specific physical requirements of this job. Explain.

Interpersonal Skills – Does applicant communicate with credibility and confidence?

Supervision and Management Experience – Discuss in-depth management training and experience, including managing a diverse workforce.

Rate Applicant on other factors relevant to this job. Other factors must be specified before interview. Other:

Last updated: September 15, 2022