

**MEMORANDUM**

**TO:** PRESIDENT SHARON K. HAHS

**FROM:** NATALIE BROUWER POTTS, DIRECTOR OF EQUAL OPPORTUNITY,  
AFFIRMATIVE ACTION AND ETHICS COMPLIANCE

**SUBJECT:** A&P SEARCH AND SCREEN PROCESS/INTERIM INTERNAL SEARCH  
GUIDANCE

**DATE:** SEPTEMBER 5, 2014

---

Pursuant to your request, the following are proposed guidelines for conducting internal searches for A&P hiring at Northeastern. This is interim guidance pending revision of the Hiring Manual in the future. Once approved, this guidance should be provided to the University's Vice Presidents and Deans.

*Open Searches versus Internal Searches*

Open searches for A&P/faculty hiring are required under the Hiring Manual and the University's long-standing policies. The rationale is that the strongest pool of applicants generally comes from searches open to the general population. Moreover, an open search approach advances Northeastern's goal of a diverse, excellent workforce and furthers the University's commitment to the principles of equal access and opportunity for University employees and applicants for University employment. Internal searches for faculty positions are **never permitted**. Internal searches for A&P positions should be **extremely rare**.

*Criteria for Internal Searches*

An internal search may be approved if it qualifies under one or more of the following criteria:

- 1) The position will have an important impact on University operations. For example, a UTS job that will offer immediate, positive impact on building the new website.
- 2) The position will benefit from having an individual substantially familiar with University operations. For instance, an academic coordinator who will work with personnel in various departments.
- 3) The position is a new one created for an internal promotion. For instance, an Associate Dean.

*Process for Requesting an Internal Search*

In order to request an internal search for an A&P position, the following process must be followed:

- 1) The Hiring Agent must submit a written request via email to the Affirmative Action Officer explaining why an internal search is requested.
- 2) At least one of the required criteria must be stated in the request.
- 3) The Affirmative Action Officer must approve the internal search. A written response will be provided within five business days with an approval, a denial or a request for additional information/clarification.
- 4) Denial of a request for an internal search is final. Such denial shall be made with the prior approval of the President and shall not be subject to appeal.

### *Streamlined Hiring Process for an Internal Search*

An approved internal search may be conducted under a streamlined process. The following describes permitted departures from the Hiring Manual procedures:

- 1) A Chair and two committee members is sufficient.
- 2) Campus and gender/race/ethnicity diversity for committee members should be an important goal, but is not strictly required.
- 3) Advertising may be conducted only internally, *i.e.*, via NEIUport or Targeted Announcement.
- 4) The Affirmative Action Officer must review and approve the advertising from a non-discrimination perspective.
- 5) External candidates who apply must be notified that the position is limited to internal candidates and should be rejected.
- 6) The telephone interview stage should be skipped and candidates should be selected for the on campus interview stage.
- 7) The Affirmative Action Officer must review and approve the on campus interview questions from a non-discrimination perspective.
- 8) Two or three final candidates may be selected for on campus interviews.
- 9) The Chair shall summarize the final candidates' strengths and weaknesses to provide the necessary information for the Hiring Agent's decision.
- 10) All candidates rejected for the position at any stage of the process should receive a timely letter or call explaining briefly why she or he did not advance.

### *Fairness in Internal Searches*

It is critical that all applicants in internal searches have a fair chance to compete for the position. There should not be any indication, real or perceived, that "the fix is in" or that any particular applicant has locked down the job. Be mindful to avoid favoring certain candidates. It is important to be fair and consistent throughout the internal search process. Northeastern is a pleasant and enriching place to work because we hire outstanding people. Thank you for maintaining our tradition of excellence.

*Questions regarding this interim guidance may be directed to my office at [eeo@neiu.edu](mailto:eeo@neiu.edu) or 773-442-5412.*