



Office of Affirmative Action  
And Employment Practices  
&  
Department of Human Resources

Support and Professional Staff  
Recruitment Guidelines  
(PA4 and below)

2013

## Table of Contents

General Statement and Purpose.....	1
Equal Employment Opportunity and Affirmative Action at IU Northwest.....	2
Role of Human Resources .....	2
Role of the Hiring Unit.....	2
Employment Status.....	3
Hiring of Temporary Employees .....	3
Recruitment and Selection Procedures for Support Staff .....	4
Recruitment and Selection Procedures for Professional Staff Positions (PA4 and below).....	7
Responsibilities of the Hiring Committee.....	9
Summary of Recruitment and Selection Procedures for Support Staff Positions .....	12
Summary of Recruitment and Selection Procedures for Professional Staff Positions (PA4 and below).....	13
Positions Excluded from Formal Advertisement/Recruitment Procedures .....	14
List of Document Links.....	16

## **General Statement and Purpose**

This manual describes the Indiana University Northwest recruitment and selection procedures for both Support Staff and Monthly paid appointed staff positions. The procedures are established to aid in the interpretation of the Indiana University personnel policies for Clerical, Technical, Service Staff, Support Staff, and Professional Staff. Document links are provided to assist with the uniform application of these procedures, (See: *List of Document Links*).

Monitoring the employment process in its entirety is critical to achieving the goals identified in the IU Northwest Affirmative Action Plan and to the campus commitment to recruit and retain a diverse faculty and staff. It is hoped that the implementation of these procedures will increase utilization of people of color, women, the disabled, veterans, and persons age 40 and above to desirable levels within IU Northwest's workforce, thereby assuring the practice of equity and diversity in employment.

For more specific information concerning Indiana University Northwest policies and procedures covering staff employment, please contact:

Human Resources  
Marram Hall, Room 118  
(219) 980-6775

Office of Affirmative Action and Employment Practices  
Raintree Hall, Room 213  
(219) 980-6705

## **Equal Employment Opportunity and Affirmative Action at IU Northwest**

IU Northwest is committed to the Indiana University equal employment/affirmative action policy and to promoting the principles of these policies throughout the institution. Specifically, our policy prohibits discrimination against any individual based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation or veteran status.

With regard to the Human Resources program at IU Northwest, all personnel actions such as compensation, benefits, transfers, layoffs, training opportunities, tuition assistance and social and recreational programs will be administered in accordance with the equal opportunity program. The Chancellor, Vice Chancellors, Deans, Directors, Department Chairs, Supervisors and others who have administrative responsibilities and authority are expected to carry out this policy with full and positive compliance.

Responsibility for communicating, interpreting and monitoring the equal employment opportunity at IU Northwest is assigned to the Office of Affirmative Action and Employment Practices (OAA/EP). This office has developed and maintains an Affirmative Action Plan that comprises specific, results-oriented procedures designed to achieve equal opportunity. The plan is available for review by faculty and staff members. The Human Resources office assists the OAA/EP with the implementation of the University's equal opportunity program.

### **Role of Human Resources**

The purpose of Human Resources in the employment arena is to establish and coordinate effective programs to recruit, develop and retain qualified staff to support the University's mission of teaching, research and public service. Efforts are focused on creating an accessible and confidential environment that promotes awareness and understanding and provides accurate information and timely service.

In creating this environment, Human Resources develops and coordinates the overall human resources system and provides advice, expertise and assistance to administrators in the operating units who have direct responsibility for managing people.

### **Role of the Hiring Unit**

Operational units have direct responsibility for managing their staff within the policies and guidelines established by the University and as required by law. It is also the responsibility of the operational units to ensure that working conditions are such that the respect for the individual is maintained. In the recruitment, hiring and promotion of staff, the operational unit works with Human Resources and the OAA/EP to ensure that the University's commitments and requirements are met. Hiring units and hiring committee chairs should review the University "Guidelines for Filling Staff and Temporary Positions" (Position Guidelines) and the "Guidelines for OLA Hiring Committee Leads" (*Appendix 1*).

## **Employment Status**

Within the organizational and budgetary structure of the University, employee status is determined as follows:

### **Temporary Staff**

The intent of the temporary position is to provide for staff when the need for services is of a temporary or less than full time nature. Employees assigned to such positions work irregular, intermittent, or on-call hours. Temporary positions are not identified individually in the department's operating budget; instead funding resources may exist for the department to hire workers on an "as needed" basis.

### **Staff**

This may be either a full-time or temporary biweekly or monthly paid position. An appointed staff position is identified by a position number in a department's operating budget and funded at a specific salary and classification level.

1. **Full-time Position**  
A position in a department's operating budget funded at 100% and staffed by an individual working 40 hours per week. All University benefits accrue to these positions.
2. **Temporary Position**  
A position in a department's operating budget funded at not less than 50% but less than 100%. The employee in such a position works less than full time and fringe benefits are earned on a prorated basis. *Temporary staff employees who work an average of 30 hours per week may be eligible for some fringe benefits.*

## **Hiring of Temporary Employees**

Postings for temporary positions should be placed in an area commonly available to the persons in the hiring unit. The minimum time for posting a position is one week. A copy of the "Temporary Position Posting" (Filling) should be forwarded to Human Resources for approval prior to posting. Temporary position vacancies may also be posted on OLA by contacting the Human Resources Department.

Applicants who expressed interest in the position are recorded in OLA. The Hiring Department will indicate in OLA who is recommended for hire and the reason the person was selected.

To determine appropriate rates for temporary employees, please contact Human Resources. Although department heads are permitted some discretion in spending their

allotted temporary funds, the rates paid for similar work should be consistent through all departments, but in no case be less than the federal minimum wage.

In hiring temporary employees, department heads should comply with the University's policy on nepotism (Policy No. 2.2) which indicates that full-time, temporary employees should not be employed in or transferred to a position which establishes an immediate supervisor/employee relationship between two individuals who are related by blood or marriage.

Temporary employees who are expected to work a total of **999** hours or more during the calendar year should be appointed to a temporary position that entitles them to retirement benefits. Temporary positions cannot exceed **1,508** hours in a calendar year; otherwise the position is considered full-time and subject to advertising and hiring requirements.

For temporary employees, overtime shall be defined as time worked with supervisory permission in excess of the first forty (40) hours in the week. For further information, see <http://www.indiana.edu/~uhrs/policies/temporary/positions.html>.

### **Transferring Temporary Employees to Support Staff Positions**

Transferring a temporary employee to an appointed Support Staff support staff support position without an appropriate selection process is not permitted under the appointment or promotion process. The temporary employee must seek employment through the IU Northwest application and selection procedures.

If temporary employment has been full-time and continuous for **1,508** hours in a calendar year or is expected to continue for at least 1,508 hours in a calendar year, the department head must contact Human Resources to establish a full time support staff position. Temporary jobs that are expected to lead to an established full time support staff position must be advertised in the same way that other full time positions are advertised.

#### **Recruitment and Selection Procedures for Support Staff**

*The following section describes the procedures to be followed in the recruitment and selection of Support Staff.*

### **Establishing New Positions or Initiating Replacement Positions**

To establish new budgeted positions, complete the Position Description ([Position Description](#)) and submit to Human Resources. Human Resources will notify the hiring department when a classification level has been assigned to the position.

Prepare a Position Requisition form (<http://www.iun.edu/hr/docs/PositonReq-NW%20Aug%202010.pdf>) and forward, with position description attached, for

appropriate signatures. If this is a replacement position, contact Human Resources for the Position Description. If not, complete this form and forward to Human Resources. When the Position Requisition is approved, a Human Resources Department representative will contact the hiring department to discuss the advertising plan.

### **Position Vacancy Announcements**

Human Resources will assume the responsibility for advertising position vacancies and will ensure that the advertising plan meets the goals of the IU Northwest Equal Opportunity/Affirmative Action policy.

Human Resources will assist department heads with the development of the job announcement for the on line application (OLA). Essential functions and minimal qualifications should be listed. Listings are posted for a minimum of ten (10) working days. If a longer duration is desired it must be specified at the time of the listing.

All vacancies are advertised on OLA (Online Application system). Human Resources may advertise these positions in local newspapers or other listings at the request and approval of the hiring department manager. The hiring department is responsible for advertising expenses.

### **Recruiting Applicants for Positions**

Applicant materials will be received and reviewed by the hiring department or hiring committee. Applicants that meet the specified qualifications for the position will be referred to the hiring department or hiring committee for the interview/selection process. Hiring committees should consist of at least three members. Efforts should be made to include women and people of color in the committee membership.

### **Contact Applicants for Positions**

Applicants selected for personal interviews are contacted by the hiring department/hiring committee by written or telephone correspondence. When contacted, applicants should be informed of the University's policy of providing "reasonable accommodation," if needed, to facilitate the interview process. Following is a statement that can be used in communications with applicants.

*"It is the policy of Indiana University Northwest to provide a reasonable accommodation to qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodation to interview, please let me know. Employment opportunities will not be denied to anyone because of the need to make a reasonable accommodation."*

## The Interview/Selection Process

*Applicant Pool* - A list of candidate resumes are located in OLA.

- 1) *Structured Interview Questionnaire*: Under the Americans with Disabilities Act, inquiries as to whether and the extent to which a person is disabled are prohibited. Appropriate steps must be taken to ensure that the selection is job-related. Since essential functions are the University's first line of defense in confirming the job related validity of the selection process, every question should be anchored in one or more of the essential functions. To this end, structured interview questions should be developed around essential functions and job qualifications to perform the job. The list of core interview questions should be provided to the OAA/EP for review and compliance with EEO guidelines (*Pre-Employment Inquiry Guide*, <http://www.iun.edu/affirmative-action/search-and-screen/index.htm>).
- 2) *Evaluation System*: The hiring department/committee should develop an evaluation system for essential and primary job functions. Essential functions will determine if a person meets the qualifications for a position.
- 3) *Screen the applicants against the structured interview questionnaire*: If desired or required, contact references. When the interviews have been completed, the hiring department/committee will indicate on the Applicant Referral area in OLA with the reasons candidates were or were not interviewed and a recommendation that Human Resources extend a formal offer of employment, following receipt of the approved Salary Approval form (Salary Approval Form).
- 4) *Salary Approval*: The Administrator will complete a salary approval form and submit it to Human Resources (Supervisor Salary Approval Form).

**NOTE:** Any recommendation for hiring above the minimum hiring rate must be reviewed with Human Resources and OAA/EP prior to any commitment being made.

- 5) *Formal Offer of Employment*: Human Resources will make the formal written offer of employment and request formal acceptance by the candidate, following receipt of the Salary Approval form. The hiring department will be informed of the formal acceptance.

Human Resources will include the following forms with the letter of offer: *The letter of acceptance and forms that must be returned to Human Resources prior to the first day of employment:*

- A. Personal Profile Form ED
- B. Personal Profile Form PSA

The Electronic Document (e-Doc) initiated by Human Resources begins the formal procedure for employment at IU Northwest.

- 6) *Criminal Background Check*: Human Resources will initiate a request for limited criminal background check and I-9 verification for newly hired personnel.
- 7) *Notification to unsuccessful candidates*: The hiring department/hiring committee will notify the applicants who were not offered the position of their unsuccessful candidacy.

### **Recruitment and Selection Procedures for Professional Staff Positions (PA4 and below)<sup>1</sup>**

*The following section describes the procedures to be followed in the establishment, recruitment and hire of Professional staff positions.*

#### **Establishing New Positions or Initiating Replacement Positions**

To establish a new, budgeted position, complete the Position Description (Position Description) and submit to Human Resources. Human Resources will obtain a classification level and new position number from UHRS and notify the hiring department.

Prepare a Position Requisition (<http://www.iun.edu/hr/docs/PositonReq-NW%20Aug%202010.pdf>) and forward, with Position Description attached, for appropriate signatures. Contact Human Resources to determine if this is a replacement position. When the Position Requisition is approved, Human Resources will contact the department to discuss the advertising plan.

#### **Appointment of the Hiring Committee**

The hiring administrator shall appoint a hiring Committee and designate a chairperson. The committee should consist of at least three members. Efforts should be made to include women and people of color in the committee membership. Considerations should be given to selecting members from related fields outside the hiring unit if these groups are not represented within the hiring department.

The administrator will submit via email the hiring committee members to the OAA/EP for concurrence (see section: "Responsibilities of the Hiring Committee").

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<sup>1</sup> **Note: PA 5 and 6 Professional Staff positions are Executive level positions and the recruitment and selection process will follow a hybrid of these guidelines and the Academic Recruitment Guidelines. Administrators should consult with the OAA/EP prior to initiating a search.**

## The Interview/Selection Process

*Applicant Pool* - A list of candidate resumes are located in OLA.

- 1) *Structured Interview Questionnaire*: Under the Americans with Disabilities Act, inquiries as to whether and the extent to which a person is disabled are prohibited. Appropriate steps must be taken to ensure that the selection is job-related. Since essential functions are the University's first line of defense in confirming the job related validity of the selection process, every question should be anchored in one or more of the essential functions. To this end, structured interview questions should be developed around essential functions and job qualifications to perform the job. The list of core interview questions should be provided to the OAA/EP for review and compliance with EEO guidelines (*Pre-Employment Inquiry Guide*, <http://www.iun.edu/affirmative-action/search-and-screen/index.htm>).
- 2) *Evaluation System*: The hiring department/committee should develop an evaluation instrument for essential and primary job functions. Essential functions will determine if a person meets the qualifications for a position.
- 3) *Screen the applicants against the structured interview questionnaire*: If desired or required, contact references. When the interviews have been completed, the hiring committee will indicate on the Applicant Referral area in OLA with the reasons candidates were or were not interviewed. The hiring committee provides the hiring administrator with an alphabetical summary of strengths and weaknesses for each recommended candidate. The Hiring Administrator advises the OAA/EP Director of the selected candidate for concurrence. The Hiring Administrator recommends that Human Resources extend a formal offer of employment, following receipt of the approved Salary Approval form (Salary Approval).
- 4) *Salary Approval*: The Administrator will complete a salary approval form and submit it to Human Resources (Salary Approval).
- 5) *Formal Offer of Employment*: Human Resources will make the formal written offer of employment and request formal acceptance by the candidate, following receipt of the Salary Approval form. The hiring department will be informed of the formal acceptance.

Human Resources will include the following forms with the letter of offer: *The letter of acceptance and forms that must be returned to Human Resources prior to the first day of employment*:

- A. Personal Profile Form ED
- B. Personal Profile Form PSA

The Electronic Document (e-Doc) initiated by Human Resources begins the formal procedure for employment at IU Northwest.

- 6) *Criminal Background Check*: Human Resources will initiate a request for limited criminal background check and I-9 verification for newly hired personnel.
- 7) *Notification to unsuccessful candidates*: The hiring department/hiring committee will notify the applicants who were not offered the position of their unsuccessful candidacy.

### **Responsibilities of the Hiring Committee**

The hiring committee chair is responsible for all procedural aspects of the committee's work and ensures that the equal employment/affirmative action guidelines and diversity initiatives have been followed. The hiring committee chair is responsible for handling all contacts with the applicants/candidates.

### **Sequence of Committee Activities**

1. Review a copy of the current Position Description.
2. Submit Advertising Statement and Plan to Human Resources. Careful attention should be given to the wording of the Advertisement for publication. Essential functions and primary job qualifications should be clearly stated. Upon request, Human Resources will provide assistance with the wording of the Advertisement.
3. All Advertisement must contain the required AA/EEO statement:

*"Indiana University Northwest is an equal opportunity/affirmative action employer committed to achieving excellence through diversity. The university actively encourages applications from women, minorities, persons with disabilities, veterans and members of other underrepresented groups."*

The following Institutional statement may be used in the advertisement:

*"One of eight campuses of Indiana University, IU Northwest, is located in metropolitan Northwest Indiana, approximately 30 miles southeast of Chicago and 10 miles from the Indiana Dunes National Lakeshore. The campus has a diverse student population of over 6,000 students and offers, Baccalaureate and Master Degrees in a variety of undergraduate and graduate programs in arts and sciences, business and economics, education, nursing and health professions; public and environmental affairs, and social work."*

Although some positions may necessitate a national search, generally advertisement is on a regional level. The Advertising Plan may consist of listing the position with one or more of the following sources, as appropriate:

- Americans with Disabilities Groups

- CareerBuilder.com
- Diverse Issues in Higher Education
- Gary Crusader
- HigherEdJobs.com
- Hispanic Outlook in Higher Education
- Indiana Work One Center
- INFO: 4-1-1
- IU Northwest On Line Application (OLA) <https://jobs.iu.edu>
- Post Tribune (Sun-Times Media)
- Monster.com
- The Chronicle of Higher Education
- The Times
- Veteran's Groups\*

*\*HR will ensure job vacancy postings are provided monthly to agencies/organizations that provide job services to veterans as appropriate.*

The committee will be encouraged to review additional media sources, e.g. discipline-specific journals and newsletters, for advertising that is likely to generate women, people of color and veterans. Advertising in non-local newspapers and journals may also be done. It is the department's responsibility to provide mailing addresses and deadline information to Human Resources for additional media sources.

A copy of the approved Position Requisition will be forwarded to Human Resources with the advertising statement/ plan. The hiring department will assume the cost for advertising and HR will assume the responsibility for placing the advertisements and may make suggestions for editing the advertisement for publication purposes. Any changes to the advertising must be reviewed by the hiring committee and HR prior to placement of the advertisement. HR will consult with the OAA/EP as warranted.

OLA will receive applicant materials. Resumes of candidates will be listed in OLA and can be reviewed by the hiring committee.

Hiring committee responsibilities include the following:

<b>Task:</b>	<b>Responsible Party:</b>
<ul style="list-style-type: none"> <li>• Schedule &amp; conduct first committee meeting upon position requisition approval</li> </ul>	Hiring committee chair
<ul style="list-style-type: none"> <li>• Review/understand advertising and recruitment process and requirements</li> </ul>	Committee

<b>Task:</b>	<b>Responsible Party:</b>
<ul style="list-style-type: none"> <li>Consult with the OAA/EP regarding the latest AFAC data.</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Create the advertisement language based on position description</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Create Initial Screening form based on advertisement</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Establish process for managing rumors, confidentiality issues, requirements, and expectations</li> </ul>	Hiring committee chair
<ul style="list-style-type: none"> <li>Ensure Equal Employment Opportunity</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Adhere to evaluation criteria as stated in position description</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Evaluate candidates based on job-related criteria and standards</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Ensure the screening criteria is applied equally to all applicants</li> </ul>	Committee and Equity Advisor
<ul style="list-style-type: none"> <li>A second screening tool – telephone/Skype interviews may be used</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Complete OLA at each stage</li> </ul>	Hiring committee chair or Designee
<ul style="list-style-type: none"> <li>Ensure applicant files are complete</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Advertising Plan contains locations to recruit under-represented groups, as appropriate</li> </ul>	Committee
<ul style="list-style-type: none"> <li>The OAA/EP is utilized as a resource</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Contact organizations for under-represented groups to notify of vacancies in the field, as appropriate</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Request referrals from identified individuals for members of under-represented groups, as appropriate</li> </ul>	Committee
<ul style="list-style-type: none"> <li>Identify and implement strategies for making personal contact with prospective applicants via professional networks, colleagues, etc., as appropriate</li> </ul>	Committee

<b>Task:</b>	<b>Responsible Party:</b>
<ul style="list-style-type: none"> <li>• Review completed applicant documents in OLA</li> </ul>	Committee
<ul style="list-style-type: none"> <li>• Ensure documentation of the review process, results, screening instruments, notes, are maintained with search file</li> </ul>	Hiring committee chair

*Records Retention:* The hiring committee chair should ensure that the following materials are maintained in the file ~

- Committee deliberation notes
- Applicant evaluation instruments/ information
- A copy of minutes from each committee meeting
- A copy of the core questions asked during the candidate interviews
- A summary of strengths and weaknesses about each referred candidate
- Other e-mails/correspondence of the committee's actions

The hiring department will keep all required documentation for a minimum of five (5) years from the selection date.

### **Summary of Recruitment and Selection Procedures for Support Staff Positions**

1. Hiring Administrator completes and forwards the Position Requisition, with current Position Description attached, for appropriate signatures. (**NOTE:** For new positions, a Position Description is completed and forwarded to Human Resources for assignment of classification level prior to the submission of the Position Requisition for approval.)
2. Hiring Administrator submits approved Position Requisition and Position Description to Human Resources. Human Resources contacts Hiring Administrator to confirm advertising plan) Human Resources places advertisement after the hiring department presents an approved purchase order number.
3. Hiring committee reviews applicants in OLA. Hiring committee uses evaluation instruments to screen and select candidates for interview and schedules interviews.
4. OAA/EP reviews candidate pool for compliance with equal opportunity guidelines.
5. Hiring committee conducts interviews using an evaluation system and a structured behavioral-based interview questionnaire to evaluate essential and primary job qualifications. The OAA/EP reviews the list of core questions for compliance with EEO guidelines. If required, the hiring committee contacts references.

6. Hiring Committee provides the Hiring Administrator with an alphabetical summary of strengths and weaknesses for each interviewed candidate.
7. The Hiring Administrator advises the OAA/EP Director of the selected candidate for concurrence. The Hiring Administrator advises Human Resources of selected candidate and submits the Salary Approval Form. The Hiring Administrator advises the Hiring Committee of the selected candidate.
8. Human Resources sends formal employment offer letter, provides candidate with employment forms, and requests return of forms along with formal acceptance of position.
9. Human Resources advises the Hiring Administrator when formal acceptance is received.
10. Human Resources shall conduct a limited criminal background check and I-9 verification
11. Human Resources submits an Electronic Document (e-Doc) to initiate the employment and benefit process.
12. Hiring Committee notifies applicants who were interviewed, but were not selected for the position; it is recommended that this be done in writing.

**Summary of Recruitment and Selection Procedures for  
Professional Staff Positions (PA4 and below)**

1. Hiring Administrator completes and forwards the Position Requisition with current Position Description attached, for appropriate signatures. (NOTE: For new positions, a Position Description is completed and forwarded to Human Resources for approval of classification level by UHRS prior to the submission for the Position Requisition for approval.)
2. Hiring Administrator appoints the hiring committee with concurrence from the OAA/EP, appoints the hiring committee chairperson and provides committee with Position Description for review.
3. The hiring committee prepares and submits an Advertising Plan to HR. Human Resources contacts Hiring Administrator to confirm advertising plan. Human Resources places advertisement after the hiring department presents an approved purchase order number.

4. Hiring committee reviews applicant materials in OLA. Hiring committee uses evaluation instruments to screen and select applicants to be interviewed and schedules interviews.
5. OAA/EP reviews candidate pool for compliance with equal opportunity guidelines and reviews the list of core questions for compliance with EEO guidelines. Hiring Committee screens candidates against a structured behavioral-based interview questionnaire. Hiring Committee contacts references.
6. Hiring Committee provides the Hiring Administrator with an alphabetical summary of strengths and weaknesses for each interviewed candidate.
7. The Hiring Administrator advises the OAA/EP Director of the selected candidate for concurrence. The Hiring Administrator advises Human Resources of selected candidate and submits the Salary Approval Form. The Hiring Administrator advises the Hiring Committee of the selected candidate.
8. Human Resources sends formal employment offer letter, provides candidate with employment forms and requests return of forms along with formal acceptance of position.
9. Human Resources advises the Hiring Administrator when formal acceptance is received.
10. Human Resources shall conduct a limited criminal background check and I-9 verification
11. Human Resources submits an Electronic Document (e-Doc) to initiate the employment and benefit process.
12. Hiring Committee notifies applicants who were interviewed, but were not selected for the position; it is recommended that this be done in writing.

#### **Positions Excluded from Formal Advertisement/Recruitment Procedures**

A list of certain positions that warrant modification of Affirmative Action procedures has been developed. The intent of the list is to provide necessary, practical accommodation for specific situations, and yet not violate the intent and spirit of the University's Affirmative Action program and diversity initiatives.

Prior to initiating any advertising/recruitment or hiring activity relative to the circumstances below, these situations should first be cleared with the IU Northwest Office of Affirmative Action and Employment Practices. In the following circumstances, these positions may be excluded from the formal advertisement/recruitment procedures:

1. Personnel who are appointed to the University as a result of contractual or affiliation agreements with other organizations.
2. Appointments of persons who are by name written into approved grant, or persons having qualifications unique to projects for which grants have been awarded.
3. Consultant positions or contracts for professional services for limited purposes.
4. Appointments for emergency reasons, e.g. an unexpected vacancy in a vital position or the need to fill a critical role. Such appointees should be designated "interim". Before such an appointment is made permanent, however, there must be an announcement and a hiring process appropriate to the position. Interim appointments should not exceed 12 months without prior approval from the OAA/EP.
5. Changes in employment status wherein an individual holding a faculty appointment is transferred to a Professional Staff position within the same unit, school or department.

### **List of Document Links**

1. Guidelines for Filling Professional Staff and Temporary Positions (Position Guidelines)
2. Position Description(Position Description)
3. Position Requisition <http://www.iun.edu/hr/docs/PositonReq-NW%20Aug%202010.pdf>
4. IU Northwest On-Line Application (OLA) System ([O L A System](#))
5. Request for Salary Increase/Salary Approval – contact HR for access - (Salary Approval)
6. Behavior-based Interviewing ([BehaviorBasedInterviewing](#))
7. Temporary Position Posting (Temporary Position)
8. Interim Appointment Procedures <http://www.iun.edu/affirmative-action/search-and-screen/index.htm>
9. Checklist for OLA Hiring Committee Leads\_ <http://www.iun.edu/hr/supervisors/forms.htm>.(Checklist)
10. Pre-Employment Inquiry Guide <http://www.iun.edu/affirmative-action/search-and-screen/index.htm>