DELTA SEARCH COMMITTEE GUIDELINES

These guidelines have been developed to guide and assist hiring officials and search committees in carrying out their search and hiring responsibilities and to ensure that these processes comply with University policies and Federal and State regulations.

All searches must be conducted in a timely and professional manner which respects the rights of candidates to confidentiality. In addition, it is critical that applicants receive a positive impression of North Carolina State University throughout the hiring and search process. As an institution of higher education, and as part of its responsibility as a leader in education, North Carolina State University commits itself to actively develop a diverse workforce. It is an important goal of North Carolina State University to provide to students, faculty, and staff, opportunities to interact with colleagues from the widest possible range of racial, ethnic and cultural backgrounds.

DEFINITIONS

Applicant: An applicant is anyone who expresses interest in a specific position by submitting an application, resume or vita.

Candidate: All applicants who are interviewed (including phone screenings) become candidates.

Finalist: The top candidates (typically 2-5) who are identified and asked to come to campus for extensive interviews are considered finalists.

Hiring Official: A manager with a vacant position. A Hiring Official may serve as a search committee chair or member.

PeopleAdmin (PA): A Position Management / Recruitment system which serves as a repository for position descriptions and open position postings. All DELTA positions and vacancies must be posted in PeopleAdmin before any NCSU Human Resources action can be considered.

External search: Open to internal and external candidates (Competitive Search).

Internal search: Open to current, permanent/probationary NC State University employees, temporary employees working at the University are not eligible for internal vacancies. Positions targeted for affirmative action goals (AA Target) may NOT be posted as an Internal Search. Internal searches are possible for both EHRA and SHRA positions. You may change an internal posting to an external search if you are not satisfied with the initial applicant pool.

EHRA: Positions that are exempt from the state human resources act. EHRA vacancies require the formation of a search committee. Departments are encouraged to schedule a search committee orientation with the Office of Institutional Equity & Diversity, 515-3148. EHRA (at will positions) external searches require a minimum posting period of 20 business days. EHRA (at will positions) internal searches require a minimum of 10 days. An Interim Report must be completed and approved in the Online Employment System prior to conducting phone and in person interviews. This process can occur while the position is open. Multiple Interim Reports can be submitted.

SHRA: Positions that are subject to the state human resources act. SHRA vacancies must be posted for a minimum of 5 business days. Interim Reports are not required for recruitment and selection during the SHRA recruitment and selection. While State policy does not require the formation of search committees for SHRA positions (the hiring official could interview and select), DELTA’s practice is to form search committees for SHRA positions.

National Search: A national search is defined as one in which DELTA actively recruits candidates outside of the Research Triangle area, due to specialized knowledge, experience, skills or needs for a position that are not adequately or easily found in this geographic area. Although a job posting on the NCSU Human Resources website is accessible to potential applicants worldwide and search announcements may be forwarded to colleagues outside of the Research Triangle area, this does not constitute a national search. Candidate travel must be approved by SMT before recruitment begins. Refer to DELTA SOP I-0025 Candidate Pre-Employment Travel Authorization (attached).

SMT: DELTA Senior Management Team, comprised of the Vice Provost, DELTA; Associate Vice Provost, Distance & Distributed Education; Assistant Vice Provost, Finance & Business; Associate Vice Provost, Instructional Technology Support & Development; Associate Vice Provost, marketing & Partnership Development.
Hiring Priorities:

1. **Affirmative Action Candidate (AA Target)**
   The University’s Affirmative Action plan requires the minimization or elimination of the under-representation of women, minorities and disabled persons in the workforce. Our HR Talent and Organization Solutions Consultant will notify you if your position is targeted for female and/or minority applicants.

2. **Reduction in Force (RIF)**
   SHRA positions only. In the effort to assist RIF candidates and place them back within the University the RIF candidate will be interviewed and if it is determined that they can perform the essential functions of the position, the candidate is offered the position at a salary set in accordance with the salary administration policies.

3. **State Government Employee**:
   State Government employees with career status (12 consecutive months of service) who are applying for a promotion have priority over applicants with equal skill sets who are not employed by the State of NC.

4. **Veterans**:
   Veterans have preference over non-veteran applicants when the veteran’s overall qualifications are substantially equal to those of the best-qualified non-veteran in the applicant pool.

5. **Disabled on-the-Job Employees (Worker’s Compensation)**:
   NCSU employees who have been released to return to work but are unable to return to their previous position will be referred for positions for which they are qualified. Every effort will be made to place the employee in a permanent assignment equivalent to the assignment held at the time of injury.

**SEARCH COMMITTEE ROLES AND RESPONSIBILITIES**

Search committee member’s expectations:
- Protect confidentiality of applicants and the decision-making process;
- Draw upon connections to support recruitment efforts;
- Participate fully and consistently;
- Challenge conventional or subjective assumptions (i.e. not considering an applicant who had a higher salary in previous job);
- Treat all applicants in a thoughtful and respectful manner;
- Set aside biases and preconceptions in order to fully consider all those who may be qualified to assume University roles;
- Give fair consideration to all applicants;
- Act promptly to ensure that top candidates are not lost to organizations that move quickly to hire top talent.

**SELECTING THE COMMITTEE**

The hiring official appoints the Chair of the committee, and the Chair will appoint the members of the search committee. Alternately, the hiring official can appoint the chair and work with them to appoint search committee members or the hiring official can appoint both the chair and the search committee members. The Chair will work closely with the hiring official throughout the recruitment and selection process. The composition of the committee should represent the diversity of the institution and advance the University’s commitment to the principles of affirmative action and equal employment opportunity.

In an effort to minimize time spent on paperwork and increase the committee’s productivity, a support individual may be appointed by the hiring official in consultation with the committee chair to provide assistance to the search committee. This individual will assist and/or work with the search committee collecting resumes, maintaining an applicant log, preparing any required documents and handling correspondence with applicants. He/she will also be prepared to assist with meeting arrangements and committee activities which should ease the burden on search committee Chairs and assure that all required contacts are made with applicants. Within DELTA, we recommend that search committees include members external to the team where the hiring is taking place.

**COMMITTEE SIZE AND COMPOSITION**

Establishing a strong and credible search committee is essential for a successful search process. Because decisions are made most effectively and efficiently by groups no larger than 3-5 people, search committees should be limited in size. The size of the committee should reflect the breadth of responsibility of the vacant position (the more breadth of responsibility, the greater the number of campus represented committee members). Determine whether each potential appointee has sufficient time to devote to search committee duties, perhaps their input can be more successfully obtained by appointing them solely to the interview process.

When possible, a majority of the members should be knowledgeable in the area/field/responsibilities of the advertised position and have experience participating in successful searches, be open-minded, committed to diversity and fair process, able to negotiate conflict to achieve group results.
A diverse committee is more likely to generate diverse candidate pools and finalist lists. Individuals from outside a hiring department may be invited to serve on a search committee to share insights, challenge assumptions and bring lessons of experience from other perspectives, disciplines and organizations.

**THE CHAIR’S ROLE**

The search committee Chair acts as the committee’s facilitator, official spokesperson, and liaison to the hiring official.

In this role the chair must communicate the committee’s charge, articulate expectations for committee conduct, coordinate outreach efforts, manage communication with the University community, ensure compliance with state and federal laws and University policy, and facilitate discussion.

**SEARCH COMMITTEE CHAIR GUIDELINES**

The Search Committee Chair receives a charge from the hiring official regarding the search, committee make-up, criteria, interview questions, if applicable, and timeline. Alternately, the hiring official may be invited to the first meeting of the search committee to communicate the charge and to answers questions.

The Chair:

a. Provides leadership to the committee members and manages the search process to ensure it is efficient, effective, and accountable. The chair establishes the criteria for comparison of candidates and how applicant documentation is reviewed and rated according to the primary roles and qualifications of the position, the search committee may be asked to participate in developing selection criteria.

b. Informs the committee of their role in the search process; i.e., if they will function as an advisory group to the hiring official, screen all applicants and make decisions regarding who is interviewed, recommend the finalist(s), and/or conduct professional reference checks.

c. Communicates with the hiring official to keep him/her informed of the status of the search.

d. Collaborates with, if applicable, as well as with the University’s Human Resources and Affirmative Action representatives.

e. Provides the hiring official with the committee’s list of strengths and weaknesses for each applicant, and identifies those who were interviewed and those recommended as finalists.

f. Schedules or works with designated individual in a support role to schedule meetings of the search committee and place advance calendar holds for interviews to ensure that the search moves along in a timely manner.

After the hiring official has an accepted offer from the final candidate, the Chair will communicate this decision to:

a. The Committee

b. Departmental Human Resources to update the status of each applicant on the online job posting site to indicate who was interviewed, who was not hired, and the reason.

c. The Affirmative Action office to ensure all reports are submitted in a timely manner.

**ROLE OF DEPARTMENTAL HUMAN RESOURCES**

The DELTA Business Office provides guidance throughout the search process. The Business Office is responsible for DELTA position management and related actions inclusive of vacancy postings. Throughout the search process, the Business Office partners with the search committee and performs all data input regarding candidate status, hiring priorities, and hiring proposal creation.

**SCREENING RESUMES**

The initial screening of applicants should eliminate from further consideration those individuals who clearly do not meet the minimum required qualifications set forth in the job description/posting. Phone interviews may be conducted to assist in screening applicants.
When the Committee is selecting candidates to interview, it is vital that all Committee members are knowledgeable regarding fair hiring practices. NCSU Human Resources provides guidelines and sample interview questions that can be selected and tailored to the specific position and requirements.

- Ask open-ended behavioral-based questions that encourage the candidate to share job related information. Closed-ended (yes/no) questions should be used sparingly.
- Ask the same questions of all candidates in your interview pool.
- See Sample Interview Questions at [http://www.ncsu.edu/human_resources/forms/employment/SampleCompetencyBasedInterviewQuestions.pdf](http://www.ncsu.edu/human_resources/forms/employment/SampleCompetencyBasedInterviewQuestions.pdf)
- Ask questions that are legal and non-discriminatory. Some questions could result in a lawsuit. To avoid the appearance of discrimination during interviews, stick to questions directly related to the skills, education and experience required for the position. Do not ask intrusive questions about age, marital status, family responsibilities, financial stability, mental/physical health, political or religious affiliation, criminal records etc. Conversely, should the candidate begin to voluntarily disclose this type of information, immediately refocus the candidate back to the interview. Example, “Getting back to what you were saying earlier about...” or “Let’s move on to the next question...” Do not document the disclosure(s), and do not use the information as basis for a hiring decision.

Upon completion of interviews, the committee should provide a list of strengths and weaknesses on each candidate interviewed to the hiring official. The Committee will recommend candidates for next round interviews to meet with the hiring official according to the method agreed upon at the beginning of the search, i.e. A and B list candidates; no more than 2-3 candidates, etc.

**DECISION-MAKING**

Clarity about “what are we deciding” is a key question for search committees (e.g., the hiring authority has requested the top three candidates in ranked order; the top five candidates unranked but with comments about strengths and weaknesses, etc.). Once the charge is determined, “deciding how to decide” should be the search committee’s next task.

Will the committee vote, try to reach consensus, or provide majority and minority opinions? Contrary to what many believe, there is no one right way to make decisions and there are pros and cons to each approach. For example, while many committees believe in secret ballots, the anonymity that supports difficult decision-making may inhibit productive discussions about candidate strengths and weaknesses. The consensus approach feels friendlier, but sometimes results in a finalist list of mediocre candidates. When there are no clear finalists, the chair should have a conversation with the hiring authority about appropriate next steps.

A note about scoring matrices: Quantifying candidate qualifications though a scoring matrix is an appealing approach, but it is important to keep in mind that the individual with the highest score is not always the best candidate. Scoring matrices are best used as a way to organize impressions of candidates in order to have broader conversations with other committee members (e.g., “I ranked candidate A as a 5, but you gave them a 1, why is that?”)

**CONFIDENTIALITY**

Confidentiality is the foundation of a credible search committee and trustworthy search process. A breach of confidentiality threatens a successful outcome in two ways. First, it may result in the immediate termination of the search, a serious loss of time and money and potentially viable candidates. Second, it may cause the most qualified candidates to withdraw from the search, fearing that a premature disclosure of their candidacy will jeopardize their current positions. Applicants may request that their present supervisor not be contacted unless they are a finalist for the position. Within DELTA, internal applicants wishing to move from one DELTA position to another should be informed at the beginning of the search that should they be a finalist, we will be contacting their supervisor. Professional courtesy as well as organizational planning are at play here and should be respected.

In short, confidentiality is an absolute requirement to be understood and honored by everyone on the search team, from the first meeting until the conclusion of the search.

**COMMUNICATION**

In general, it is best to designate one individual (usually the Chair) to communicate with Human Resources, applicants, constituents, the press, and others who may inquire about a search process. A committee communication plan should also be developed. Because written documents may be subject to public records requests, judicious use of written and email communication is recommended to protect applicant confidentiality and the integrity of the search process.
Search Committee Best Practices

Attendance

Search Committee members are expected to attend all committee meetings and activities. The work of a search committee is cumulative and it can be very frustrating if a member who has missed one or more meetings raises issues and/or questions that have already been discussed at previous meetings. More importantly, evaluation of candidates can be hampered when one or more committee members have missed discussion of all candidates’ qualifications. In order to help search members attend all committee meetings, it is important to schedule meetings well in advance. It is recommended that you establish a schedule of meetings at the outset. High level University search committees had employed Doodle.com with great success to schedule all search committee meetings in advance.

Consider setting all meetings times at your first search committee meeting. Many people’s calendars are filled within two weeks from today. Logistics are much easier when you schedule further out.

Example:

a. First search meeting: committee discusses weight of qualification criteria and hiring official directives before application review. Review OEO guidelines. (Invite OEO representative for EHRA searches). February 1st
b. Discuss applications and determine who will move forward. February 28th
   i. narrow pool to top 8-10 applications
c. Conduct telephone interviews. Hold ~13 thirty-minute timeslots March 5-9th to allow candidates to select preferred time choice and allow adequate time for the actual telephone interview.
   i. narrow the pool from 8-10 down to the top 3-4 candidates
d. Conduct onsite interviews. Hold ~ 6-7 on March 20-25 timeslots or days depending on the onsite interviewing agenda for the 3-4 candidates.
   i. narrow pool from 3-4 down to the top 1 or 2 finalists
e. Final interviews with other stakeholder groups held April 1-8th.
f. Final decision and negotiate details of unofficial offer April 12-15.

Steps for Filling an SHRA Position

Process Description

1. The hiring official, working in conjunction with their manager and SMT member should complete these documents:
   - DELTA Position Action Request found at: http://delta.ncsu.edu/business/personnel/index.html
   - DELTA Position Recruitment Request found at: http://delta.ncsu.edu/business/personnel/index.html
   - ADA Checklist must be current version (12/16/2014), signed and dated (ask for, and then complete with support from the business office

The DELTA Position Action Request contains the position description and the request to create a new position or fill a vacancy.

Consult business office for the organization chart which must show the requested position and must accompany request (hiring official must also complete the ADA checklist).

2. Obtain Senior Management Team approval for creating a new position or filling a vacancy

3. After SMT approval, send electronic copies of all forms to the Business Office

4. The position description and recruitment information is input into PeopleAdmin by the Business Office Personnel. Managers and search committees do not have access to create positions or postings in these modules.

5. Once position approvals have been received by HR Classification and Compensation, they will route the recruitment to HR Employment for posting. The department will be notified once the position has posted in PeopleAdmin

6. At any time in the posting period, the search committee can request for applicant statuses to be updated. Normally search committees can determine who will not be interviewed early on. It is helpful to change the status of these applicants to narrow the pool to only “active applicants”. To obtain the candidate list, login to PeopleAdmin/posting/SHRA/position/applicants -just to the upper right of the applicants, click actions/export results. This will create an excel spreadsheet that can be used to rank your applicants. The business office needs one list with the rankings Tier 1, Tier 2, or Not Competitive for all the applicants.
7. Once the search committee has viewed the applicants, they can move forward with the interview process. An “Interim Report” does not need to be done for SHRA positions. If the search committee is satisfied with their pool of applicants for the position, and the position has been posted for its required posting period, the search committee can request that the position be closed in PeopleAdmin (send an email to the business office requesting the position be closed). Please note that pre-employment candidate interview travel expense approval must be submitted to the Unit Associate vice Provost for discussion for determination of “national search” status qualification.

8. Once interviews have been conducted, the search committee/hiring official has chosen the candidate they wish to hire, they must provide the business office with the names, titles and contact information for a minimum of two candidate references for the “hire” choice. Additionally, the search committee must notify the business office of their (interviewed/not interviewed) 1st and 2nd tier applicants, of any applicants that did not qualify, and their selected to hire candidate before a hiring proposal can be generated.

9. Once the above information is received by the business office, a Hiring Proposal will be created and routed for approval by the Division vice Provost and AA Officer in PeopleAdmin. Once Human Resources Talent and Organization Solutions has approved the offer an official verbal offer contingent on successfully passing the background check can be given to the candidate. An offer cannot be given to the selected candidate until the hiring proposal is approved by Human Resources Talent and Organization Solutions. The business office will email an offer letter and patent agreement to your candidate should they accept the verbal offer.

10. Once the hiring proposal is approved and the applicant has accepted a verbal offer contingent on successful completion of a background check, the hiring official will supply the start date as well as two written references using the “Telephone Reference Check” form on our website https://delta.ncsu.edu/about-delta/business-office-resources/personnel-procedures/ Once the business office has received the hiring officials document and the signed offer letter and Patent agreement from the candidate, a hiring action can be initiated.

The Hiring Official or Search Committee Chair is responsible for sending regrets letters or emails to candidates interviewed but not selected. Here is an example of a regrets letter:

January 14, 2013

Name
Street Address
City, NC 27526

Dear Name,

Thank you for your interest in the position of (Position Title #Position number) with Distance Education and Learning Technology Applications (DELTA) at NC State University. We appreciate the opportunity to review your credentials and the time you invested in the application and interview process.

After careful evaluation, The Search Committee has filled the position with a candidate whose qualifications, education and experience are most closely aligned with the required and preferred qualifications for the position.

Best wishes in the future on your personal and professional endeavors.

Regards,

(Name Hiring Official or Search Committee Rep)
Title
DELTA (Unit)
STEPS FOR FILLING AN EHRA POSITION

Process Description

1. The hiring official, working in conjunction with their manager and SMT member should complete these documents:
   - DELTA Position Action Request found at: http://delta.ncsu.edu/business/personnel/index.html
   - DELTA Position Recruitment Request found at: http://delta.ncsu.edu/business/personnel/index.html
   - ADA Checklist must be current version (12/16/2014), signed and dated (ask for, and then complete with support from the business office)

The DELTA Position Action Request contains the position description and the request to create a new position or fill a vacancy.

Consult business office for the organization chart which must show the requested position and must accompany request (hiring official must also complete the ADA checklist).

2. Obtain Senior Management Team approval for creating a new position or filling a vacancy

3. After SMT approval, send electronic copies of all forms to the Business Office.

4. The position description and recruitment information is input into PeopleAdmin by the Business Office Personnel. Managers and search committees do not have access to create positions or postings in these modules.

5. Once position approvals have been received by HR EHRA Administration, they will route the recruitment to HR Talent and Organization Solutions for posting. The department will be notified once the position has posted in PeopleAdmin.

6. EHRA Search Committees must attend NC State University Search Committee Training present by the Office of Equal Opportunity at NC State University. They provide onsite training as well as online training at http://www.ncsu.edu/oeo-training/search/

7. At any time in the posting period, the search committee can request for applicant statuses to be updated. Normally search committees can determine who will not be interviewed early on. It is helpful to change the status of these applicants to narrow the pool to only “active applicants”. To obtain the candidate list, login to PeopleAdmin/posting/EHRA/position/applicants -just to the upper right of the applicants, click actions/export results. This will create an excel spreadsheet that can be used to rank your applicants. The business office needs one list with the rankings 1, 2, or 3 for all the applicants.

8. Once the search committee has viewed the applicants, they can move forward with the Interim Report. The Business office will generate the interim report based on the applicant status assigned by the search committee. No interviews, phone or in person, may take place until the business office has notified the search committee that the interim report has been approved and they may proceed with the interview process. If the search committee is satisfied with their pool of applicants for the position and the position has been posted for the required position period (10 days for non-faculty EHRA) the search committee can request the position be closed by sending an email to the business office. Please note that pre-employment interview travel expense approval must be submitted to the Unit Associate Vice Provost for discussion for determination of “national search” status qualification.

9. Once interviews have been conducted, the search committee/hiring official has chosen the candidate they wish to hire, they must provide the business office with the names, titles and contact information for a minimum of two candidate references for the “hire” choice. Additionally, the search committee must notify the business office of their (interviewed/not interviewed) 1st and 2nd tier applicants, of any applicants that did not qualify, and their selected to hire candidate before a hiring proposal can be generated.

10. Once the above information is received by the business office, a Hiring Proposal will be created and routed for approval by the Division Vice Provost and AA Officer in PeopleAdmin. Once Human Resources Employment has approved the offer an official verbal offer contingent on successfully passing the background check can be given to the candidate. An offer cannot be given to the selected candidate until the hiring proposal is approved by Human Resources Employment. The business office will email a background check release to hiring official to route to your candidate should they accept the verbal offer.

11. Once the hiring proposal is approved and the applicant has accepted a verbal offer contingent on successful completion of a background check, the hiring official will supply the start date as well as two written references using the “Telephone Reference Check” form on our website https://delta.ncsu.edu/about-delta/business-office-resources/personnel-procedures/
Once the business office has received the hiring officials document and the signed offer letter and Patent agreement from the candidate, a hiring action can be initiated.

The Hiring Official or Search Committee Chair is responsible for sending regrets letters or emails to candidates interviewed but not selected. Here is an example of a regrets letter:

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Name

Street Address

City, NC 27526

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Thank you for your interest in the position of (Position Title #Position number) with Distance Education and Learning Technology Applications (DELTA) at NC State University. We appreciate the opportunity to review your credentials and the time you invested in the application and interview process.

After careful evaluation, The Search Committee has filled the position with a candidate whose qualifications, education and experience are most closely aligned with the required and preferred qualifications for the position.

Best wishes in the future on your personal and professional endeavors.

Regards,

(Name Hiring Official or Search Committee Rep)

Title

DELTA (Unit)
1. **Introduction**

Interview Travel — as a general rule, travel expenses (including mileage, airline tickets, hotel reservations, etc.) in connection with employment interviews with DELTA are not authorized with the following exceptions:

   a. DELTA purposefully conducts a national search and/or
   b. Candidates located outside of the Research Triangle area are invited to campus for an interview with prior approval from the Senior Management Team.

A national search is defined as one in which DELTA actively recruits candidates outside of the Research Triangle area, due to specialized knowledge, experience, skills or needs for a position that are not adequately or easily found in this geographic area. Although a job posting on the NCSU Human Resources website is accessible to potential applicants worldwide and search announcements may be forwarded to colleagues outside of the Research Triangle area, this does not constitute a national search.

2. **National Searches**

   - The hiring official will determine the scope of the search prior to assembling the search committee for the position. If a national search is deemed necessary, the hiring official will indicate that information in the recruitment section on the New or Vacant Position Action form and provide justification for the request.
   
   - The Associate Vice Provost for that unit will then submit the Position Request to the Senior Management Team.

   - If approved as a national search, travel expenses will be reimbursed for candidates invited to campus for an interview. At the time of their first interview, applicants must be informed that relocation expenses are not authorized.

   - While travel expenses for final candidates for approved national searches will be reimbursed, committees are strongly encouraged to use Skype or other high-quality video conference methods for initial interviews, prior to committing staff time and resources for a candidate’s campus visit.

3. **Non-National Searches**

   - The hiring official will indicate that a national search is not necessary in the recruitment section on the New or Vacant Position Action form.

   - The Associate Vice Provost for that unit will then submit the Position Request to the Senior Management Team.
• If top candidates for a non-national search are located beyond the Research Triangle area, Skype should be considered as the first alternate method to a face-to-face interview for applicants who reside outside of the Triangle area who apply for a position. As an alternative to Skype, a request for a high-quality video conference (i.e. Cisco Telepresence) can be submitted by the hiring official to the Business Office if Skype presents technical issues that can jeopardize the integrity of an interview.

• If, after either a Skype or a high quality video interview, the top candidate(s) for a non-national search resides outside of the Research Triangle area, the Search Committee Chair and hiring official should discuss this with the unit AVP. The AVP may bring a request for travel reimbursement to the Senior Management Team if the committee deems an in-person interview essential in informing a final hiring decision. Travel reimbursements may or may not be approved in these circumstances, and thus a non-local candidate who is serious about pursuing the position may have to pay for their own travel expenses.

• A non-national search may be subsequently authorized as a national search if an interview pool of viable candidates is not obtained through the Human Resources recruitment channels. The Search Committee Chair and hiring official should confer with the unit AVP to request such action if it becomes necessary.