



## **GUIDELINES FOR CONDUCTING A FACULTY SEARCH**

**COORDINATED THROUGH THE OFFICE OF ACADEMIC AFFAIRS  
AND THE OFFICE OF HUMAN RESOURCES**



## FACULTY SEARCH GUIDELINES

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## **AFFIRMATIVE ACTION/EEO POLICY STATEMENT**

The Administration of Northeastern State University strongly supports the fundamental belief and commitment to the principles of equality and opportunity for all people.

**This institution,.....in compliance with Title Vi and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Section 402 of the Readjustment Assistance Act of 1974, Americans with Disabilities Act of 1990 and other federal laws and regulations, does not discriminate on the basis of race, creed, color, national origin, sex, age, religion, disability, or status as a veteran in any of its policies, practices, or procedures. This includes but is not limited to admissions, employment, financial aid, and educational services.**

To stimulate efforts toward increasing involvement of persons whose minority status might have denied them previous opportunity in this academic community, the University has developed and revises periodically an Affirmative Action Plan. Northeastern's Affirmative Action Plan governs efforts related to selection, placement, training, and promotion of all employees with respect to personnel actions, such as compensation, reassignments, in-service training, tuition, or other professional growth subsidies and termination. The continual thrust of the University's plan is to employ and retain individuals who are members of a minority group which may be or may become under-utilized in the total employment force. However, the primary criterion for employment shall be the ability of the employees to perform the work. Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for Northeastern's Affirmative Action Program and 504 Compliance has been assigned to the Affirmative Action Officer. Employees should contact the Office of Human Resources immediately if they believe that any of these policies have been violated.



## THE SEARCH PROCESS

Since the employment of new faculty is one of the most important tasks that occur within the University, this information has been prepared to assist in conducting a fair and equitable search for faculty members.

### **1. Faculty Recruitment**

Explanation: College deans justify the need for replacement or additional personnel by providing a detailed description of the position(s) to the Vice President for Academic Affairs for approval by completing the Request for New Position. Appropriate forms from the Office of Human Resources are available on the NSU website or by calling Extension 2230. The appropriate appointment type is based on the recommendation from the Dean to the Vice President of Academic Affairs. (Faculty Handbook pg 17)

<b><u>Types of Appointments</u></b>	Regular faculty holds one of six types of appointments
Tenured	A tenured appointment is reserved for those regular faculty members who have been granted tenure by the Board. Tenured faculty members are on continuous appointment and, therefore, are not notified of their appointment status for the following year unless their appointment is being terminated.
Non-Tenured	A non-tenured appointment refers to any appointment which is not tenured. This includes, but is not limited to, tenure track, non-tenure track, temporary, and administrative appointments.
Tenure Track	A tenure track appointment is one in which the faculty member may become eligible to receive tenure in accordance with policy. Tenure track appointments are for one (1) year, renewable annually at the option of the university.
Non-Tenure Track	A non-tenure track appointment is one in which the faculty member is appointed to the regular faculty but is not eligible to receive tenure and is classified as on a non-tenure track. A faculty member on non-tenure appointment may be continued annually, at the option of the university. A non-tenure track appointment may be changed to a tenure track appointment upon written agreement between the university president and the faculty member.
Temporary	A temporary appointment is one in which the faculty member is appointed to the regular faculty for a period of one year or less. Upon termination of the temporary appointment, the position, if continued, will be opened and advertised. Faculty with a temporary appointment are not eligible for advancement in rank. Years in temporary status do not apply toward the probationary period for promotion in rank.
Administrative	An administrative appointment is one in which the faculty member is assigned to perform executive duties and function as part of the administration of the university.

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## **2. The Search Plan**

Explanation: The written plan that outlines the search and recruitment process. This process begins at the department level and identifies all aspects of the search. It becomes the permanent record of the search and is subject to external review. Upon selection and notification of committee composition, the Director of Human Resources will release employment application materials to the appropriate committee representative for the initial screening.

### **Defining the Parts of Search Plan**

**Screening Committee Procedures**—Guidelines developed for Screening Committee decision making prior to activating the recruitment/review/selection phase of the search. Complete and attach Pre-Search Form B to Search Plan. Complete Post-Search Summary (Form C) when the search is completed.

**Job Description**—Description used for advertisements and recruitment. Complete and attach Faculty Position Description (Form D) to Search Plan.

**Advertising**—Advertising sources include in print, online, and professional journals. Interest meetings may be conducted at professional meetings/conferences. All sources used are to be included in Search File. (See Advertising Guidelines) Once the Vice President for Academic Affairs has approved the Search Plan, advertising may begin. Advertising costs for HigherEd.com are paid by Human Resources with any additional advertising paid for by the appropriate college.

**Approval Page**—Indicates approval of search process and acknowledgment of process by academic leadership.

### **ACTION**

Complete and submit the Search Plan (Form A) to the Vice President through the Dean and the Human Resources representative. Refer to Degree requirements definition page in Forms section for advertising definitions.

## **3. The Screening Committee**

Explanation: The Vice President for Academic Affairs gives authorization for the dean to recommend a screening committee and a committee chairperson. The group of faculty, staff, students approved will complete the Screening Process. Efforts will be made to form a committee that reflects ethnic/racial and gender diversity. All faculty are eligible, however tenured, tenure-track department members are normally used. Department chairs may serve with approval of the dean. Members may be appointed from outside the department based on diversity, training or interdisciplinary connections with the department.

### **ACTION**

Identify structure and procedures of Screening committee on Screening Committee Process Guidelines (Form B)

#### **4. The Search Process**

*SPECIAL NOTE: ALL INFORMATION AND COMMITTEE DISCUSSIONS SHOULD REMAIN CONFIDENTIAL TO THE EXTENT POSSIBLE. ALL REQUESTS FOR INFORMATION UNDER THE OPEN MEETINGS ACT ARE DIRECTED TO THE COMMITTEE CHAIR or COMMITTEE DESIGNEE.*

**Recruitment Advertising**—Implement advertising according to Search Plan. General Guidelines for placement of advertisements for positions above instructor are PhD=national source , Masters=regional source.

Explanation: All advertisements are placed with a sincere commitment to employment of minorities and under represented groups. All appropriate types of media are utilized to gain the attention of applicants regardless of race, color, religion, gender, national origin, status as a veteran, disability or age. At the conclusion of all advertisement, the phrase, "An Equal Opportunity/Affirmative Action Employer." will be included.

#### **Receipt and Review of Applications**

##### **Applicant:**

- Submit required documents (including transcripts) for review.
- Submit additional documents as requested.

##### **Human Resources:**

- Receive applicant documents required in advertisements
- Process all applicant materials before review by Screening Committee
- Create a file for each applicant, date mark and include all correspondence
- Send instruction letter and employment application to each applicant, along with a voluntary, confidential information sheet which asks for Affirmative Action data.

Request missing information from applicants

##### **Committee:**

- Receive listing of all applicants from HR
- Review all files which are complete as of the review begin date
- Eliminate incomplete files.

#### **Advancing Applicants**

##### **Committee:**

- Review complete files prior to committee discussion
- Classify applicant by Tier 1—acceptable
  - Tier 2—need additional review
  - Tier 3—not acceptable
- Telephone Interviews—Optional--At least two committee members ask predetermined questions.(see Addendum B Page 3)
- Checking References (see Addendum B-page4)
- Recommend candidates for on-campus interviews
- Begin documentation of Non-selection reasons for candidates not still in search
- Design interview questions and evaluation criteria (see Addendum B page 5)

#### **On-Campus Interviews**

The Screening Committee will review all applicants and make recommendations to the dean regarding candidates to be interviewed.

### **Unsuccessful Search**

A Screening Committee may be reactivated by the vice president if a search is not fruitful.

### **Interviewing:**

#### **Dean or designee:**

Accepts recommendation of committee on interviewees.

Contact candidates and schedule visit

Note: Reasonable travel expenses for interviewees may be reimbursed by the University upon approval by the appropriate dean. (Per State law 73 OS 500.2)

Develop schedule for interviews, notify campus participants and applicants

Conduct interviews

### **The Selection**

#### **Committee:**

Agree on the candidate(s) to recommend for hiring

Develop rationale for the recommendation

Complete Applicant Summary including all candidates

Inform dean of candidate(s) recommended for hire

### **Making the Job Offer**

#### **Dean or Designee:**

Salary range is approved by Dean and Vice President for Academic Affairs.

Dean or designee makes offer to the candidate. Position negotiations take place at this time. All negotiations with prospective faculty members are subject to confirmation

by the Vice President for Academic Affairs and ultimately, by the President.

The department completes the appropriate Personnel Action Form (PAF) and forwards it along with the candidate's application materials for required approvals.

The Vice President for Academic Affairs will send a letter to the recommended faculty member, outlining the responsibilities of the position and conditions of employment,

along with a "Faculty Employment Agreement" to be returned to the Office of Academic Affairs.

The President of the University will give the final campus approval for each recommended new faculty employment.

The successful candidate will be notified by the appropriate dean.

The HR department receives the completed appointment/employment forms and candidate's search materials from the Dean's office.

### **Closing the Search**

#### **Committee**

Complete the Post-Search Summary Form (Form C)

Submit Search File to the Human Resources representative for validation of the search

Upon receipt of the completed Affirmative Action Report, the Office of Human

Resources will provide written notification to unsuccessful candidates.

**Note:** Materials submitted by an applicant become the property of the university and are not returned except in special prearranged circumstances.  
All files pertaining to the search are to be kept in a secure place for three years



# **Addendum A**

## **SEARCH FORMS**



## FACULTY SEARCH PLAN (Form A) (Deans and Faculty Positions)

This is the written plan outlining the search and recruitment process. This process identifies all aspects of the search. It is the basis for the official record of the search and is maintained by the university.

Position Number \* \_\_\_\_\_, College \_\_\_\_\_

Position Title/Rank\* \_\_\_\_\_ Degree Requirement\* \_\_\_\_\_

Anticipated Review Date \* \_\_\_\_\_ Appointment Date\* \_\_\_\_\_

\*notes items usually included in advertising

Submitted by \_\_\_\_\_

Submitted by \_\_\_\_\_

\_\_\_\_\_ Search approved by Dean \_\_\_\_\_ Search approved by Vice President for  
Academic Affairs.

### 1) **Screening Committee.**

Committee Chair: \_\_\_\_\_

Committee Members:

Student Member:

Non-Voting Members:

### 2) **Search Plan: Update plan as additional sources are added. Submit to HR for inclusion in permanent Search File.**

Include:

1. Job description (Form D)
2. Proposed list of publications and schedule for ads. Copies of all proposed advertisements must be attached.
3. Other measures to be used to solicit applications (professional conferences - dates and who will attend, personal contacts, vita banks, internet sites, etc.).



**SPECIAL NOTE: COMPLETION AND APPROVAL OF THE PLAN IS REQUIRED BEFORE A SEARCH MAY BEGIN.**

Position Name \_\_\_\_\_  
Position Number \_\_\_\_\_  
College/ Department \_\_\_\_\_

Approved Advertising Budget \_\_\_\_\_

For Administrative use only:

<p>_____ Approval is given for the attached Search Plan</p> <p>_____ Approval Denied (see comments)</p> <p>_____ Approval Granted with Modifications (see comments)</p> <p>Reviewer: _____ Date: _____</p> <p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>
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Special Notations:

Added to NSU Website on: \_\_\_\_\_

Submitted to HigherEdJobs.com \_\_\_\_\_

**Completed form indicating approval for search will be returned to the Dean and Department Chair.**



## SCREENING COMMITTEE PROCESS GUIDELINES Form B

### Pre-search decisions

These pre-search procedural guidelines are to be determined by the Screening Committee before a search begins. Changes to the responses are by majority vote of the committee or by directive of the Vice President of Academic Affairs.

Yes      No

\_\_\_\_\_    \_\_\_\_\_ 1. Is any member of the Screening Committee applying (or thinking of applying) for this position?

*Note: If yes, that member is not eligible to participate as a Screening Committee Member.*

\_\_\_\_\_    \_\_\_\_\_ 2. Do all members of the Screening Committee understand all discussions about candidates and candidate materials are confidential and that materials submitted are property of the university?

*Note: Resumes and materials submitted for finalists brought to campus may be shared at that time. When the department is serving as a Screening Committee of the Whole, it is appropriate for the entire department to review all applications.*

\_\_\_\_\_    \_\_\_\_\_ 3. Have all committee members reviewed the information provided on asking questions of a personal nature or those that are not directly related to the available position?

\_\_\_\_\_    \_\_\_\_\_ 4. Have all committee members been informed that rating and evaluation forms on candidates may potentially become public record and become a part of the Search File which is retained for three years?

5. Who has the committee designated as their spokesperson?

6. Describe the committee's design for treatment of applications received after the "Review by" date .

7. Describe the committee's design for by whom and when references and transcripts will be checked.

8. Describe the committee's action plan if the candidate selected withdraws or does not accept the position?



## SCREENING COMMITTEE PROCESS GUIDELINES Form C

### Post-Search Summary

These post-search procedural questions provide a review of the processes used in order to determine the compliance of the search.

Position Number: \_\_\_\_\_ Department: \_\_\_\_\_

Position Title: \_\_\_\_\_ College: \_\_\_\_\_

Position Rank: \_\_\_\_\_ Committee Chair: \_\_\_\_\_

1. Did all committee members fully participate in the screening process?
2. Was the approved recruitment plan followed?  
If not, is the documentation for plan revisions included in the Permanent Search File?
3. How many total candidates were in the applicant pool?
4. Attach a copy of the evaluation/criteria form used by the committee to screen applicants?
5. Were telephone interviews utilized for screening purposes?  
How many applicants were interviewed by telephone?
6. Were the same predesigned job-related questions asked of each applicant? Attach a copy
7. Were references contacted?  
Were the same predesigned job-related questions asked of each reference?
8. Has the committee provided the job-related reason for non-selection for all candidates not chosen. Use the listing supplied by Human Resources.
9. Is there any other information pertinent to the search process that the committee wants to share?

Read each section carefully before completing. Make statements clear and concise.

**PART I: GENERAL POSITION INFORMATION**


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Position Title:

Tenure Track:

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Position Number:

Position Funding:

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Department Name:

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Department Chair/Supervisor

Supervisor's Title:

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**PART II: DESCRIPTION OF POSITION**


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**Position Purpose:** State briefly the principal purpose or focus of the position. Describe the primary function of the position (what the position must accomplish) and the major objective (why that function is performed). This information will be included on the job posting when this position is advertised.

**Department Function:** Briefly describe the mission and role of the department in which this position is located. Describe services provided, technology used, products produced, and any other information that will enhance understanding of how the department functions within the University.

**PART III: POSITION DUTIES**

page2

A. **SPECIFIC DUTIES:** Starting with the most important, list and describe the duties which make up the regular assignment. This should include all the duties performed.

Duties
--------

**PART IV: MINIMUM QUALIFICATIONS OF THE POSITION**

A. **EDUCATION & FORMAL TRAINING:** Indicate the minimum amount of education and/or formal training necessary to begin employment in this position. Also indicate preferred education level, if applicable.

- Bachelor's degree in the following field(s) of study:
- Master's degree in the following field(s) of study:
- Earned Doctorate degree in the following field(s) of study:
- Earned doctorate or ABD considered.
- Formal training (specify):
- Other (specify):

B. **EXPERIENCE:** Indicate the types and minimum years of experience necessary to begin employment in this position. Also indicate preferred experience, if applicable. All experience listed may be gained concurrently unless otherwise noted.

- 1.
- 2.
- 3.

C. **LICENSES, CERTIFICATES, REGISTRATIONS, & STATE/FEDERAL REQUIREMENTS OF POSITION:** Any items listed must be met at the time of employment and must be maintained by the incumbent throughout employment with the University. Also indicate preferred licenses, certifications, etc., if applicable. (If a license, certification, etc., must be attained within a designated amount of time rather than being met at the time of employment, include it under "G - Special Qualifications.")

- Police background check.
- Criminal history check.

- Other (specify):
- Mark this box if not applicable.*

D. **SPECIAL SKILLS, ABILITIES, AND KNOWLEDGE:** Mark an "x" next to the skills, abilities, and knowledge that are required to do the job. (Mark all that apply.)

- Keyboarding ability.
- Attention to detail.
- Knowledge of a University environment preferred.
- Communication skills, including oral, written, and/or nonverbal.
- Computer software skills.
- Human Relations/Interpersonal skills.
- Leadership skills, including organization, meeting facilitation, and/or project leadership.
- Physical abilities, including mobility, agility, strength, dexterity, balance, coordination, and/or endurance.
- Sensory abilities, including special vision and/or hearing requirements (specify):
- Supervisory skills, including motivation, delegation of duties, evaluation, etc.
- Mental skills, including concentration, memory, complex decision making, analytical thinking, and/or conceptual thinking.
- Management and/or administration skills.
- Ability to manage multiple concurrent projects and meet deadlines.
- Maintain confidentiality.
- Other (specify):
- Other (specify):
- Mark this box if not applicable.*



**AFFIRMATIVE ACTION REPORT  
FOR APPLICANT SELECTION  
Form E**

DEPT/DIV/COL \_\_\_\_\_ DATE \_\_\_\_\_

Position for which report is being filed \_\_\_\_\_

Name of person recommended for position \_\_\_\_\_

**Name and Complete Address** of ALL applicants interviewed (include the selected candidate):

a.

b.

c.

d.

e.

(If necessary, use additional sheet.)

Statement of factors leading to choice of person selected:

I hereby certify that the recruitment effort followed the University Equal Employment Opportunity policy.

_____	_____	_____	_____
Account Sponsor	Date	Affirmative Action	Date
			Compliance Officer

***This report must be submitted upon completion of the interview process. Please return to Human Resources with ALL applicant folders.***

**Do not mark below this line**

**This section is for Human Resources Use Only**

Summary of Data Codes from EEO forms submitted by applicants.

Black or African American (B)\_\_\_\_\_ American Indian (I)\_\_\_\_\_ Hispanic/Latino (Z)\_\_\_\_\_

Native Hawaiian /Pacific Islander \_\_\_\_\_ White (C)\_\_\_\_\_ Asian (O)\_\_\_\_\_ Two or more  
races\_\_\_\_\_

Unidentified\_\_\_\_\_

Person with Disability \_\_\_\_\_ Vietnam Veteran \_\_\_\_\_ Disabled Veteran \_\_\_\_\_

## REASONS FOR NON-SELECTION

Select categories from this guide to complete list of applicant documentation.

### Candidate's Choice

- 1. Name withdrawn by request.
- 2. Candidate requires a higher salary than authorized.
- 3. Candidate accepted other employment
- 4. Failed to respond to requests for additional information
- 5. Application received in HR after deadline
- 6. Application received in Human Resources after position had been filled.

### Degree

- 7. Insufficient academic achievement
- 8. Qualifications do not meet minimum requirements advertised.
- 9. Lacked "terminal" degree
- 10. Not making satisfactory and timely progress toward a terminal degree.

### Teaching/Seminar

- 11. Uncertain teaching potential in area of need.
- 12. Lacking teaching experience

### Research, Scholarship and Publications

- 13. Other applicants appeared more qualified based on preliminary screening of application materials.
- 14. Uncertain research potential in field.
- 15. Insufficient specialization or breadth of field to be covered.
- 16. Inappropriate area of concentration in terms of accreditation requirements

### Miscellaneous

- 17. Well qualified applicant, but genuine concerns exist regarding applicant's ability to function effectively within local constraints.
- 18. Not filling the position
- 19. Other--explain

All reasons for non-selection should be job-related and specific to each applicant.

The reason, "Not as good as applicant selected" is not an acceptable reason. A specific difference in the applicants based on their qualifications must be indicated.



## SEARCH PROCESS WAIVER FORM (Form F)

Indicate the appropriate reason for requesting a waiver to the search process.

\_\_\_\_\_ The position for which the faculty member is sought became available on or after April 1 for use during the next academic year.

\_\_\_\_\_ The position is one for which a search has been conducted until April 1 or later without bringing a suitable candidate to contract.

\_\_\_\_\_ Other

Please complete the following information:

**Department** \_\_\_\_\_ **College** \_\_\_\_\_

**Position Number** \_\_\_\_\_ **Rank and/or Title** \_\_\_\_\_

**Person Being Replaced** \_\_\_\_\_

**Person Being Hired (if known)** \_\_\_\_\_

**Budgeted Salary** \_\_\_\_\_

**Date Needed** \_\_\_\_\_

Department Chair \_\_\_\_\_ Date \_\_\_\_\_

Dean \_\_\_\_\_ Date \_\_\_\_\_

Human Resources representative \_\_\_\_\_ Date \_\_\_\_\_

Comments

Vice President \_\_\_\_\_ Date \_\_\_\_\_

Comments



## **Addendum B**

# **DEFINITIONS AND GUIDELINES**



## DEGREE REQUIREMENT DEFINITIONS

The advertisement will list the minimum degree requirement for the position. Select the appropriate degree requirement for the position using the levels given here. This designation determines the level of credentials necessary for a candidate to advance in the screening process.

After the position has been advertised, changes in the designated level require a revised posting of the position. The scope of the advertising reflects the degree requirements of the positions: generally, Doctorates are recruited nationally, master's regionally, and those requiring less than a master's are recruited from within the state.

The doctoral granting institution must meet the standards of the Carnegie Classification System.

The earned degrees or graduate work should be in a field related to the individual's assignment at Northeastern and from a regionally accredited institution.

**Level 1**—PhD (or terminal degree for position) required to apply.

Definition—In order to be considered for the position, the candidate must have already completed the degree considered terminal for the position. This is the least flexible designation for posting.

**Level 2**—PhD (or terminal degree for position) will be completed before the appointment date. In order to be considered for the position, the candidate must provide documentation that the required degree will be completed before the starting the position.

**Level 3**—PhD preferred: ABD accepted with defined completion date. In order to be considered for the position, the candidate must provide documentation indicating progress is being made on the degree and an anticipated completion schedule can be provided.

**Level 4**—PhD preferred; ABD accepted. In order to be considered for the position, the candidate must provide documentation indicating a doctoral program has been completed except for the dissertation. No anticipated completion date or requirement is expected.



### Sample EVALUATION/CRITERIA FORM

Rate each applicant on each position requirement.

Applicant Name: \_\_\_\_\_ Date: \_\_\_\_\_

Current Position and/or Rank: \_\_\_\_\_

Doctorate: \_\_\_\_\_ Major : \_\_\_\_\_

Masters: \_\_\_\_\_ Major: \_\_\_\_\_

Major Employment Record: \_\_\_\_\_

Job Requirement	Rate 1 (low) to 5 (high) Add Comments

Reviewer Comments: \_\_\_\_\_

Job-Related Reason for Non-Selection (if applicable): \_\_\_\_\_



Sample  
**Call to Candidate Form**

Position: \_\_\_\_\_

Candidate's Name \_\_\_\_\_

Area of Emphasis: \_\_\_\_\_

1. Are you still interested in the position? (specifically name position)

2. Would you be able to take the position with a minimum salary of  
\$ \_\_\_\_\_?

3. Fill in questions specific to position

4. May we check references and contact others who may know you and your work?

Committee Members making call: \_\_\_\_\_ Date:



Sample  
Interview Questions for References

Position: \_\_\_\_\_

Candidate's Name \_\_\_\_\_

Area of Emphasis: \_\_\_\_\_

Name/Phone # of Reference: \_\_\_\_\_

1. How long have you known the candidate and in what capacity?
2. Comment on the candidate's interpersonal skills and effectiveness. Use examples of situations you have observed involving interactions w/student, faculty, staff, administration and community.
3. What do you consider to be the candidate's major strengths; weaknesses. Have you seen growth or an attempt to improve in these areas?
4. Comment on the candidate's work ethic, honesty, ethical and moral behavior.
5. Why do you think the candidate is interested in this position?
6. Are you aware of any reason why this candidate should not be hired?



# NSU

## ADVERTISING GUIDELINES

These guidelines are provided to assist the Screening Committee in the development of faculty recruitment advertising which will provide meaningful position information, interest potential applicants and comply with nondiscrimination requirements.

### Suggested Sources

HINT: Think in terms of where you would go if you wanted the most up-to-date information on this discipline.

- Chronicle for Higher Education—published weekly—job opening placed on their website daily—see [www.chronicle.com](http://www.chronicle.com) for information
- Professional Journals appropriate for position—some have no free websites
- Colleges and Universities granting graduate degrees in position discipline
- Professional Conferences and meetings—unofficial interviews can be conducted
- Colleagues and Alumni in field

### Information in Postings

HINT: While still satisfying required information needs, each posting can be designed to address the particular source with which it will be used. Consider designing a number of ad formats instead of one ad fits all.

#### Points to Include:

- Position title and rank\*
- Duties of position—identify any special responsibilities
- Minimum required qualifications\*
- Any specialty qualifications expected
- Preferred qualifications
- Application process and materials required\*
  - Required
    - Resume
    - NSU Application
    - Transcripts
    - Current References—written or names
    - Where to send materials
    - Who to contact with questions
  - Suggested
    - Letter of Interest
    - Examples of scholarly/relevant work
- Date review will begin (with notation of “until filled”)
- Anticipated appointment date\*
- Affirmative Action/EEO statement\*



## HIRING QUESTIONS WHICH MAY BE DISCRIMINATORY

The following table contains sample questions pertaining to sensitive subject areas that must be handled very carefully throughout the interview process. If you need additional input as to the appropriateness of a specific interview question, please contact the Director of Human Resources. *(Information below obtained from the College and University Personnel Association.)*

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
Name	Have you worked for this company under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.	Inquiries about the name that would indicate applicant's lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise. Indicate: Miss, Mrs., Ms.
Marital and Family Status	Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to males and females alike, as to a duration of stay on job or anticipated absences.	Any inquiry indicating whether an applicant is married, single, divorce, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.
Address or Duration of Residence	Applicant's address. Inquiry into place and length of current and previous addresses, e.g., How long a resident of this state or city?	Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.
Age	If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of an age by birth certificate after being hired. Inquiry as to whether the applicant meets the minimum age requirements as set by law and indication that, on hiring, proof of age must be submitted in the form of a birth certificate or other forms of proof of age. If age is a legal requirement: if hired, can you furnish proof of age? or statement that hire is subject to verification of age. Inquiry as to whether an applicant is younger than the employer's regular retirement age.	Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons over the age of 40).
Race or Color	General distinguishing physical characteristics, such as scars.	Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.
Birthplace		

<b>Subject</b>	<b>Permissible Inquiries</b>	<b>Inquiries That Must Be Avoided</b>
	After employment (if employed by this institution), can you submit a birth certificate or other proof of U.S. citizenship?	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.
Ancestry or National Origin	Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)	Inquires into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.
Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
Disabilities	For employers subject to the provisions of the Rehabilitation Act of 1973, applicants may be invited to indicate how and to what extent they are handicapped. The employer must indicate to applicants that: 1) compliance with the invitation is voluntary; 2) the information is being sought only to remedy discrimination or provide opportunities for the handicapped; 3) the information will be kept confidential; and 4) refusing to provide the information will not result in adverse treatment. All applicants can be asked whether they are able to carry out all necessary job assignments and perform them in a safe manner.	The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are handicapped or asking them about the nature and severity of their handicaps. An employer must be prepared to prove that any physical and mental requirements for a job are due to business necessity and the safe performance of the job. Except in cases where undue hardship can be proven, employers must make reasonable accommodations for the physical and mental limitations of an employee or applicant. Reasonable accommodation includes alteration of duties, alteration of physical setting, and provision of aids.
Sex	Inquiry as to sex or restriction of employment to one sex is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC.) The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.	Sex of applicant. Any other inquiry that would indicate sex. Sex is not a BFOQ because a job involves physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled men's work or women's work. Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant's height or weight unless you can prove they are necessary requirements for the job performed.
Religion	An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with religious or other personal convictions.	Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
		denomination or customs.
Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photograph to his or her application. Request that applicant, at his or her option, submit photograph. Requirement of photograph after interview but before hiring.
Citizenship	Are you a citizen of the United States? If you are not a U.S. citizen, have you the legal right to remain permanently in the U.S.? Do you intend to remain permanently in the U.S.? If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status? Statement that, if hired, applicant may be required to submit proof of citizenship.	Of what country are you a citizen? Whether applicant or his or her parents or spouse are naturalized or native-born U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U.S.
Education	Applicant's academic, vocational, or professional education: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.	Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.
Experience	Applicant's work experience, including names and addresses or previous employers, dates of employment, reasons for leaving, salary history. Other countries visited.	
Conviction, Arrest and Court Record	Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.	Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.
Relatives	Names of applicant's relatives already employed by this company. Name and addresses of parents of guardian of minor applicant.	Name or address of any relative of adult applicant, other than those employed by this company.
Notice in Case of Emergency	Name and address of persons to be notified in case of accident or emergency.	Name and address of relatives to be notified in case of accident or emergency.
Organizations	Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. List all professional organizations to which you belong. What offices are held?	List all organizations, clubs, societies, and lodges to which you belong. The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, ancestry of the membership.

<b>Subject</b>	<b>Permissible Inquiries</b>	<b>Inquiries That Must Be Avoided</b>
Credit Rating	None	Any questions concerning credit rating, charge accounts or related matters.
Health	Are you able to perform the functions of this position?	Whether the applicant is a drug user or has any serious health problems.
References	By whom were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant.	Require the submission of a religious reference. Request reference from applicant's pastor.
Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.	

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**TO ALL APPLICANTS:** After reviewing the job duties with the applicant you may ask if there are any duties the applicant would be unable to perform with or without a reasonable accommodation.



## **Possible Letters**

1. Letter Announcing Search - A letter may be sent to universities and colleges, professional organizations, and colleagues announcing the search. A copy of the advertisement or vacancy announcement should also be included with the letter.

2. Letter to Applicants with Complete Files - Each applicant will receive an acknowledgement from NSU. Applicants with completed files will be notified that all materials required for consideration have been received and will be reviewed by the committee.

3. Letter to Applicants with Incomplete Files - Applicants with incomplete files will be notified what information has not been received, the date the material should be received, and that all materials are required to be considered and reviewed by the committee. (Applicants who do not submit all the required material are not considered active applicants and are not reviewed by the committee.)

4. Letter to Candidates Not Meeting Minimum Requirements – Candidates not meeting minimum requirements will be sent this letter and given an opportunity to supply additional information to show they meet the minimum requirements as posted.

5. Letter to Nominators - On occasion, a colleague may nominate a candidate for a position. The nomination should be acknowledged by letter.

6. Letter to Nominees - Candidates nominated for consideration should be contacted by letter to advise them of the nomination, provide them with information regarding the position and the University, and invite them to submit the required materials should they desire to be an active applicant and considered for the position. Lack of response from the nominee will be interpreted as a lack of interest in the position.

7. Letter to References - If written references/recommendations are not included as a part of the required material requested from each applicant, references may be contacted by letter.

8. Letter to Candidates Advanced to Interview - A letter should be sent to each candidate invited for an interview. The letter should summarize the information previously shared during a telephone conversation with the candidate. This information should include: (1) date, time, and location of interview; (2) travel; (3) lodging; (4) interview schedule; (5) special presentations (topic, duration, and audience); and (6) process for reimbursement of related expenses.

9. Letter to Candidates not Selected - At the conclusion of the search process, all applicants will receive a letter indicating that the search has been completed. (This includes those with both complete and incomplete files.) The letter should be short and cordial. The candidate selected and the reason for non-selection should not be indicated. Should an applicant request specific information regarding the search, the call should be directed to the Human Resources representative.

10. Letter to Candidates Notifying Search is Closed – All applicants will receive a letter indicating that the search has been closed and no candidate hired.