

Guidelines for Full-Time Faculty Searches



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Introduction

The guidelines presented here apply to searches for full-time faculty positions. They are intended to assist members of search committees in complying with university regulations as well as federal and state equal employment opportunity laws as they undertake to identify the best qualified applicants for available positions.

Search committees are considered a legal body of the university and as such must comply with the Freedom of Information Act. When discussing potential candidates for positions, if the committee desires to protect the confidentiality of its deliberations, a member of the committee may request of the chair that the committee meet in executive session. Remember no notes [which can be subpoenaed] should be taken in executive session; however, in executive session the committee can protect the confidentiality of its deliberations.

Confidentiality

Each member of a search committee assumes a responsibility not to mention any candidate's name or status or the content of any committee conversation to any non-committee member within or outside the university.

Table of Contents

Summary of Process	3
Placing the Job Announcement	5
Content of Job Announcement	5
Recruitment of Minority Candidates	6
Americans with Disabilities Act	6
Screening Applicants	6
Interviews	
Conducting Telephone Interviews	7
Conducting Interviews with References	7
Campus Visit	
Allowable Expenses	8
Features of Campus Visits	8
Documentation of the Search	9
Appendices	
Appendix A: Request for Position (Form 12)	
Appendix B: Request to Fill Unclassified Position Vacancy (Form A-1)	
Appendix C: Sample Advertisements	
Appendix D: Search Committee Final Report form	
Appendix E: Pre-Employment Inquiry Guide	

Summary of Process

- ✓ Department chair/dean submits draft ad (see guidelines below) and completed personnel forms (Form 12: Request for Position and Form A-1: Request to Fill an Unclassified Position Vacancy) to EVCAA. See Appendices A and B.
- ✓ Department chair/dean appoints search committee. All members of the department/school with Faculty Assembly voting rights are entitled to serve on the search committee. The search committee must include at least three full-time faculty members from the department/school with Faculty Assembly voting rights. A student from the department/school and a full-time faculty member from another department/school who has Faculty Assembly voting rights should be invited to serve.
- ✓ Department chair/dean appoints search committee chair from the department/school members of the committee.
- ✓ Department chair/dean notifies EVCAA of search committee membership and chair.
- ✓ Committee develops a schedule for the search to include when review of applications will begin, when semi-finalists will be identified, when telephone interviews will be conducted, when campus interviews will be conducted, and when recommendations will be submitted to the EVCAA.
- ✓ Committee reviews carefully the Office of Human Resources/Affirmative Action Guide to Faculty Recruiting (www.usca.edu/hr/manual/welcome.htm).
- ✓ Search Committee meets with the Director of Human Resources prior to the beginning of the search process.
- ✓ Search Committee determines which applicants have submitted complete applications. This includes filing an online application and forwarding all required supporting documentation (letters of recommendation, transcripts, etc.).
- ✓ Search Committee identifies those applicants who meet the published criteria for the position.
- ✓ Search Committee conducts telephone interviews with semi-finalists (see guidelines below).
- ✓ Search Committee checks references of semi-finalists (see guidelines below).

Summary of Process continued

- ✓ Search Committee chair submits to EVCAA and Director of Human Resources a brief report that includes the total number of online applicants (candidates must complete online application to be considered), the number of applicants who meet the minimum qualifications, a brief professional biography of the top 3-5 candidates, a confirmation that references have been checked on the top three, and a request to bring up to three to campus.
- ✓ Department chair/dean contacts top three candidates to inform them of salary and invite them to campus if they are still interested. Only in exceptional circumstances will a department be allowed more than three campus interviews for a position and, even then, only after it has been determined that the three originally invited to campus have been eliminated from further consideration.
- ✓ **Candidates** purchase airline tickets.
- ✓ Search Committee conducts campus interviews (see guidelines below).
- ✓ Search Committee solicits comments from all faculty, staff, and students who participate in the campus interview process.
- ✓ Search Committee obtains permission from the candidate(s) and checks at least one reference not listed for finalist(s) prior to providing rankings to the EVCAA
- ✓ Search Committee chair provides summary of campus interviews and reference checks (including unlisted reference), and sends rank-ordered list of candidates, noting the strengths and weaknesses of each, to EVCAA.
- ✓ EVCAA notifies department chair/dean of approval to make offer.
- ✓ Department chair/dean notifies EVCAA's office of verbal acceptance of offer; letter of appointment is issued.
- ✓ Search Committee chair submits the Final Search Report (see Appendix D) to the Office of Human Resources; hiring packets will not be sent until this report is received.
- ✓ AFTER confirmation from EVCAA's Office that signed letter of appointment has been returned by the successful candidate, the Search Committee sends letters to unsuccessful applicants.

Placing the Job Announcement

- Obtain approval from EVCAA of content of announcement.
- Secure from Office of EVCAA a web address with a direct link to the specific job posting (typically takes 1-2 days)
- Identify the publications in which the announcement should be posted.
- Send announcement to faculty, department chairs, and deans at other institutions and to discipline-based distribution lists.

Content of Job Announcement

See sample announcements in Appendix C.

The announcement should be detailed but concise. Eliminate all unnecessary words (e.g., “submit” instead of “please send the following”). Complete sentences are not necessary. The announcement should include the following information:

- Name of university and school or department
- Title of the position

When the rank is not known in advance or when the rank will depend upon the credentials of the selected candidate, the opening should be posted with a statement to that effect or with multiple ranks, i.e., instructor, assistant, associate or full professor.
- Responsibilities of the position
- Minimum and preferred skills, experiences, and education

The minimum qualifications [both quantitative and qualitative] are those that are absolutely essential to the performance of the position in question and without which candidates will not be considered [i.e., essential functions of the position].
- Area(s) of specialization
- Contingencies associated with the position

If applicable, contingencies associated with the position such as degree earned by a specific date in order to attain a particular rank, should be included.
- Description of materials to be submitted (e.g. resume, references)
- Name, mailing address, e-mail address, and telephone number of the search committee chair
- Web address with direct link to specific job posting
- Application deadline or date when review of applications will begin.

To avoid the need for re-opening a search, every effort should be made from the outset to acquire a representative pool before ending the search for candidates. If a department intends to accept applications until a selection is made, language to that effect should be included in the initial advertisement.
- Salary is not usually included in ads for faculty positions
- Affirmative action/equal opportunity byline

All advertisements must include the byline “The University of South Carolina Aiken is an affirmative action, equal opportunity employer.” Inclusion of the phrase “Minorities and women are encouraged to apply” is viewed as a good faith effort that may solicit more applications from these normally under-represented groups.

Recruitment of Minority Candidates

The Search Committee is encouraged to take aggressive steps to reach minority candidates. For example, send ad to predominantly black colleges and universities (see *Affirmative Action Recruiting Sources*), and contact directly Ph. D. candidates and minority faculty at other institutions to inform them of vacancies and to invite their application.

Americans with Disabilities Act (ADA) [from Strengthening Academic Excellence through Affirmative Recruiting: Academic Recruitment and Selection Guidelines, published by the Office of Equal Employment Opportunity Programs, USC Columbia, Spring 2005]

Title 1 of the Americans with Disabilities Act (ADA) prohibits discrimination in employment against a qualified individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the job.

Disability is defined under the ADA as a substantial impairment of a major life activity. The ADA provides the qualified disabled applicant or employee with the right of reasonable accommodation and protection against discrimination in the terms, conditions, and privileges of employment. Other than the determination of disability there is no eligibility required for ADA protection. Thus, applicants as well as employees are protected.

The EEOC has outlined the procedures and factors to consider in the reasonable accommodation process; however, there is no precise definition of reasonable accommodation. The employer is entitled to documentation of the disability and need not provide the employee with the exact accommodation requested by the employee if there is a less expensive but effective accommodation. In all cases, reasonable accommodation must be determined on a case-by-case basis.

Screening Candidates

The committee will determine how the candidates' files will be reviewed depending on the number of candidates, the time available, and the number of committee members. Whatever procedure is chosen, it is essential that all committee members agree upon and adhere to the same screening criteria for all candidates. Any procedures [i.e., discussions with references or evaluations of written materials] used to select or screen candidates must be applied uniformly to all candidates.

The first screening is for minimum qualifications; any candidate not meeting the minimum qualifications is excluded. Letters should be sent to the individuals who did not survive the first cut, thanking them for applying and letting them know that they are not among the finalists. At subsequent steps in the screening process, the committee should notify other candidates of their status. This is a matter of courtesy and good public relations.

After the first screening, every committee member should read and rate the files of those candidates meeting the minimum requirements of the position.

Interviews

Conducting Telephone Interviews with Applicants

- Contact Computer Services to make arrangements to use a conference telephone.
- The Search Committee should develop a list of common questions to be asked of all applicants to ensure consistency in the interview process and to form a basis for comparison of candidates' qualifications. The Committee should also determine any specific questions that should be asked of individual applicants.
- To ensure fairness and to comply with the law, Search Committee members must avoid asking inappropriate questions. See Appendix E for permissible and impermissible inquiries.
- Search Committee members should review each file prior to the telephone conversation with the applicant so the interview time can be used to expand on the information about the candidate, not merely repeat the information already available.
- Establish a relaxed tone for the interview from the beginning. Open with a question the applicant can easily answer.
- Ask open-ended questions to encourage the applicant to give full, detailed responses. Avoid leading questions or statements that suggest the reply the applicant should give.
- Ask for elaboration if the applicant's response is unclear or vague. ("Please give an example"; "Tell us more about ____").
- Allow time at the end of the interview for the applicant to ask questions.
- Keep detailed notes on each interview conducted.

Conducting Interviews with References

- The Search Committee should call several listed references for each finalist prior to inviting candidates to campus.
- Ask the reference to verify dates of employment, job responsibilities, and job performance. All questions must be job-related.
- Use the interview as an opportunity to learn more about the candidate rather than to have the reference merely summarize what he or she wrote in a letter of recommendation.
- Ask specific, pointed questions but also give the person being interviewed an opportunity to furnish further information ("Is there anything else you believe the search committee needs to know?" "Is there anyone else I should call?")
- In talking with a supervisor, ask if the person would rehire the applicant.
- Keep detailed notes on each reference interview conducted.

Campus Visits

Allowable Expenses

- Airline tickets should be purchased by the candidate as far ahead as possible to reduce airfare
- Lodging—use Carriage House Inn, if possible. Visits should usually be limited to one overnight stay. Requests for longer visits must be approved in advance by the EVCAA.
- Meals—one faculty member may accompany the candidate at breakfast and two faculty members may accompany the candidate at lunch and dinner (exceptions may be made for candidates who do not stay overnight)—meal expenses within reason that exceed the state allowance may be charged to the EVCAA. Bar bills will not be covered.
- No dependents' expenses will be covered.
- After the visit, a Travel Reimbursement Voucher must be submitted with receipts of allowable expenses.

Features of Campus Visit

The following meetings and activities should be scheduled for each campus visit. Copies of the candidate's vitae should be provided to all those who are involved in interviews.

- Meetings with as many department members as possible
- Meeting with Search Committee
- Separate meeting with Department Chair/Dean
- Oral Presentation (required). Search committees are responsible for determining that candidates are proficient in spoken and written English.
- Meeting with EVCAA
- Meeting with Chancellor
- Meeting with Human Resources Staff
- Campus Tour (perhaps conducted by a student)
- Tour of Aiken (EVCAA has Chamber of Commerce video that may be shared with candidates)

Documentation of the Search

Maintain the following records of the search for three years:

- a copy of the position announcement
- a copy of all advertisements announcing the position
- a list of where the position was posted
- a summary of efforts made to develop a large, diverse pool of applicants
- copies of sample letters sent to applicants
- core questions used in the interview.



University of South Carolina Aiken

REQUEST FOR POSITION (FORM 12)

<p>CHECK ONE:</p> <p><input type="checkbox"/> New</p> <p><input type="checkbox"/> Reappointment</p> <p><input type="checkbox"/> Replacement</p> <p><input type="checkbox"/> Dual/Extra Compensation</p>	<p>CHECK ONE:</p> <p><input type="checkbox"/> Classified (Attach PD if new)</p> <p><input type="checkbox"/> Unclassified (Attach A1)</p> <p><input type="checkbox"/> Temporary</p>
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Date: _____

From: _____

To: Human Resources Office

Position Title/Description:

Does this position require a Background Check? Yes No

Person to be hired (if known): _____

Rate of Pay (and Expected Total Earnings): _____

Dates of Employment: _____

Accounting Information: _____

Department	Fund	Class
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Approvals: _____ Department Chair/School Head

_____ Vice/Assistant Chancellor

_____ Budget Officer

_____ Chancellor

THIS FORM IS TO BE USED PRIOR TO COMMITMENT OF ANY FUNDS FOR PERSONNEL SERVICES, I.E. ANY PAYROLL EXPENDITURES. THIS APPLIES TO TEMPORARY HIRES AND PERMANENT HIRES, DUAL EMPLOYMENT, OR EXTRA COMPENSATION.



REQUEST TO FILL UNCLASSIFIED POSITION VACANCY

This form must be used for all academic unclassified positions requiring a class and slot regardless of source of funds. This does not apply to part-time, unslotted positions or to classified positions.

UNIT ACCOUNT NO. _____ DEPARTMENT _____ DATE _____

Person who previously occupied this vacant position or who is vacating the position:

NAME _____ CLASS _____ SLOT _____

REASON FOR THIS VACANCY _____ DATE OF VACANCY _____

CURRENT SALARY LEVEL FOR THIS POSITION \$ _____ Specify Source of Funds (State, Federal, Other)

BASIS _____ ACCOUNT NO. _____

EXPECTED SALARY LEVEL FOR THIS POSITION \$ _____ Specify Source of Funds (State, Federal, Other)

BASIS _____ ACCOUNT NO. _____

[] CHECK HERE IF INDIVIDUAL NAMED ABOVE IS TO BE "REAPPOINTED."

If expected salary level for replacement is higher than current or previous salary level, explain how additional level will be achieved through internal reallocation of unit resources.

Justification for filling this vacancy or expected vacancy within present academic unit.

APPROVALS: _____ DEPARTMENT HEAD

_____ DEAN

_____ VICE CHANCELLOR

_____ CHANCELLOR

DATA CHECKS AND APPROVALS:

PERSONNEL

BUDGET

PRESIDENT

SEARCH COMMITTEE FINAL REPORT

POSITION FILLED: _____

1. Where was this position advertised in addition to USC Jobs?
2. What minority recruitment efforts were made by the committee?
(Attach any available documentation)
3. Who was on the search committee? (Name, discipline, sex, race)
4. What candidates were interviewed? (Name, sex, race, home state)
5. What were the search committee's final recommendations?

Submitted by: _____
(Name)

(Date)

APPENDIX D

College and University Personnel Association

Pre-employment Inquiry Guide

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
1. 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 records? 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."
2. Marital and Family Status	Whether applicant can meet specified work schedule or has activities, commitments or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to male and female alike, as to duration of stay on job or anticipated absences.	Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on childcare arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.
3. Age	If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of 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 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 Act of 1967 forbids discrimination against persons between the ages of 40 and 70.)
4. Handicaps	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	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

	<p>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.</p>	<p>any physical and mental requirements for a job are due to "business necessity" and the safe performance of a 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.</p>
5. Sex	<p>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 very narrowly interpreted by the courts and the 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.</p>	<p>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 to be performed.</p>
6. Race or Color	<p>General distinguishing physical characteristics, such as scars.</p>	<p>Applicant's race. Color of applicant's skin, eyes, hair or other questions directly or indirectly indicating race or color.</p>
7. Address or Duration of Residence	<p>Applicant's address. Inquiry into place and length of current and previous address, e.g., "How long a resident of this state or city?"</p>	<p>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.</p>
8. Birthplace	<p>After employment (if employed by this institution), can you submit a birth certificate or other proof of U.S. citizenship.</p>	<p>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.</p>

9. 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 denomination or customs.
10. Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
11. Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photo to his or her application. Request that applicant, at his or her option, submit a photograph after interview but before hiring.
12. 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.?" "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. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U.S.
13. Ancestry or National Origin	Languages applicant reads, speaks, writes fluently. (If another language is necessary to perform the job.)	Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parent or spouse.
14. 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.
15. Experience	Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, and salary history. Other countries visited.	
16. 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 whether the party is found guilty as charged. An arrest is merely	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.

	the apprehending or detaining of the person to answer the alleged crime.)	
17. Relatives	Names of applicant's relatives already employed by this company. Name and address of parents or guardian of minor applicant.	Name or address of any relative of adult applicant, other than those employed by this company.
18. 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.
19. 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 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, or ancestry of the membership.
20. 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.
21. Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause of dismissal.	

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, age, sex, religion, handicap, or arrest and court record unless based upon a bona fide occupational qualification.

