



*Procedures and Guidelines for*  
*Conducting Searches*

*at the*

*University of Maryland*

*July 2007*



# Table of Contents

<b>Table of Contents</b> .....	i
<b>Introduction</b> .....	1
<b>Section 1: Elements of the Search Process</b> .....	5
Chapter 1 - The Search Process .....	6
<i>Faculty, Regular, &amp; Contingent II Exempt Employees</i> .....	6
<i>Regular &amp; Contingent II Non-Exempt Employees</i> .....	6
Chapter 2 - The Search Committee.....	7
Chapter 3- Developing a Position Announcement.....	8
<i>Equity Administrator Review and Approval</i> .....	8
<i>Strategies for Attracting Candidates</i> .....	8
<i>Flexible Wording</i> .....	8
<i>Posting an Announcement</i> .....	9
<i>Equal Employment Office Information Request Cards</i> .....	9
<i>Selection Criteria</i> .....	9
Chapter 4- Developing a Search & Selection Plan .....	10
Chapter 5- Screening and Evaluating Applicants .....	12
<i>Screening Applicants</i> .....	12
<i>Interviewing Applicants</i> .....	13
<i>Preparation</i> .....	13
<i>The Interview Process</i> .....	14
<i>General Interview Guidelines</i> .....	14
Chapter 6- Selecting a Finalist.....	16
Chapter 7 - Ethics, Confidentiality & Equity.....	17
<b>Section 2: Search Procedures for Exceptional Appointments</b> .....	19
Chapter 8 - Streamlined Searches for Selected Exempt Positions.....	20
Chapter 9- Exceptional Faculty/Staff Appointments and Search Waivers .....	21
<i>Distinguished Professor Appointments</i> .....	21
<i>Faculty Self-Supported By Research Grants</i> .....	21
<i>Affirmative Action Appointments</i> .....	21
Chapter 10- Acting Appointments .....	23
<i>Acting Appointments Extending Beyond One Year</i> .....	23
Chapter 11 - Re-Organization Appointments .....	25
Chapter 12 - Promotions of Non-Exempt and Exempt Staff Within a Hiring Unit .....	26
<b>Section 3: Search Procedures by Employment Category</b> .....	27
Chapter 13 - Regular Faculty Appointments .....	28
<i>Checklist for Regular Faculty Appointments</i> .....	29
Chapter 14 - Exempt Appointments .....	30
<i>Checklist for Exempt Staff (Regular and Contingent-Category II) Appointments</i> .....	31

# Table of Contents (Continued)

Chapter 15 - Non-Exempt Appointments .....	33
<i>Checklist for Non-Exempt Staff (Regular and Contingent-Category II) Appointments</i> .....	34
Chapter 16- Temporary Non-Tenured Faculty Appointments (July - June).....	35
Chapter 17 - Contingent 1 Appointments .....	36
<b>Appendices</b> .....	37
Appendix A - Equity Administrators .....	38
<i>Academic Units</i> .....	38
<i>Administrative Units</i> .....	39
Appendix B - Sample Position Announcements.....	40
<i>Faculty Position</i> .....	40
<i>Exempt Staff Position</i> .....	41
Appendix C - Forms.....	42
<i>Search and Selection Plan for Tenured, Tenure-Track Faculty and Exempt Staff Appointments</i> .....	43
<i>Affirmative Action Employment Report (AAER)</i> .....	45
<i>Equal Employment Opportunity (EEO) Request Summary</i> .....	47
<i>Equal Employment Opportunity (EEO) Information Request Card</i> .....	48
<i>Personnel Requisition: Request For List Of Eligibles</i> .....	49
<i>Non-Exempt Justification Form</i> .....	50
<i>Search and Selection Plan for Temporary Non-Tenured Faculty Appointments (June-July)</i> .....	51
<i>Year-End Summary of Temporary Non-Tenured Faculty</i> .....	53

# *Introduction*

# Introduction

The University of Maryland has committed itself to an ambitious vision - becoming “one of the nation’s preeminent public research universities, an institution recognized both nationally and internationally for excellence in research and instruction”... (Strategic Plan, 2000). An essential element in the attainment of this goal is the recruitment and retention of outstanding faculty and staff, a cohort of campus citizens who can and will move the campus towards the realization of its vision. The inclusion of racial and cultural diversity is integral to our definition of excellence, and essential to achieving the goal of becoming a world-class higher education institution.

The University of Maryland’s approach to creating an institution committed to excellence through diversity and equity is to establish clear priorities, delineate responsibilities, insist upon results, and create positive incentives for progress. We believe that our entire community is made stronger by the backgrounds and experiences that each individual brings to the campus. The University is committed to ensuring that every student benefits from our diverse educational community and, upon graduation, is prepared to lead and contribute to our increasingly global society. The institution is also committed to ensuring that its faculty and staff work in a fair and equitable environment where opportunities are provided for professional growth and upward mobility.

As chief administrative officer for the campus, the President is responsible for leading the campus in achieving these aspirations. The President has designated the vice presidents and the deans of the colleges and schools as responsible for pursuing equity and diversity goals in their units within the framework of university-wide policies and plans. To assist them in implementing and monitoring these initiatives, each has designated an Equity Administrator. These Equity Administrators are responsible for advising the president, vice presidents, deans, and directors about: (1) the recruitment and retention of a diverse work force; (2) the mediation of complaints by students and employees in the unit, in consultation with other appropriate campus personnel and offices, and (3) ways in which to foster respectful, professional, and equitable work environments.

The following search and selection guidelines serve several important purposes at the University of Maryland. First, they are meant to ensure that each search conducted at the University encourages a diversity of participants from the beginning of the process, the development of the search committee, to the end, the selection of a diverse group of finalists and employees.

These standards serve to reflect the University’s commitment to casting our recruitment nets as broadly as possible to enhance the quality of our candidate pools; they also affirm our belief that excellence and diversity are complementary standards in the recruitment process. Thus, our procedures actively promote the establishment of sound and relevant selection criteria and also the application of strategies that promote affirmative action in the hiring process. These procedures reflect legal considerations and also a broader interest in developing and sustaining an educational institution of the highest quality – an institution capable of promoting the most advanced and forward-thinking research and scholarship, and developing the most proficient and capable citizenry. To achieve this goal, our institution must reflect the tremendous diversity of people, scholarship/research, and interests to be found in this country and around the globe.

In addition, these guidelines are also intended to encourage searches that are equitable and transparent. Each person who applies for employment at Maryland should feel that his/her credentials have been fairly considered through well publicized and rigorous standards of practice. Each Maryland employee serving on a search committee should feel secure that his/her contributions will be valued and utilized. Search processes should never be called into question, because outcomes are thought to be fixed or pre-ordained. Ideally, every member of the University of Maryland community who participates in our search processes should feel proud that we conduct our searches with the intention of ensuring a highly qualified and diverse work force.

The procedures that follow prescribe the monitoring of critical phases within the search and selection process

# *Introduction*

by the unit or division Equity Administrator. They also require some level of uniformity across searches and across departments. Finally, the guidelines require documentation. The monitoring, the uniformity, and the paper trail are all elements essential to conducting searches which will yield the most qualified and diverse pools of candidates, and will assist us in meeting the objective of campus diversity and the goal of campus excellence.

The information provided includes material from a variety of sources, including other UM publications, materials from other campus/university systems, and the advice and wisdom of persons with a wealth of experience in conducting searches for campus personnel. Questions about the policies or procedures contained herein should be directed to your Division or College Equity Administrator or to Roberta Coates, Assistant to the President, at x55795.

Edited by  
Dr. Robert E. Waters, Jr.  
Associate Vice President for Academic Affairs and  
Special Assistant to the President





# *Section 1*

## *Elements of the Search Process*

# Chapter 1 – The Search Process

This document is organized in three sections. Since every phase of the search and selection process influences our ability to attract high caliber candidates and to achieve affirmative action and diversity goals, the first section (Chapters 1-7) of the document provides guidance about specific steps in the search process. Section II (Chapters 8-12) provides guidance in making exceptional appointments.

Section III (Chapters 13-17) presents search procedures by employment category and type of employment. Checklists are also provided to facilitate understanding and compliance with campus policies and procedures.

The campus has established search processes that vary based upon the employment category of a position - Exempt versus Non-Exempt, and the type of appointment - Regular, Contingent, Acting, or Temporary.

## *Faculty, Regular, & Contingent II Exempt Employees*

In general, the following steps are involved when conducting a search for the regular appointment of Faculty and Regular and Contingent-Category II Exempt employees:

1. Obtaining approval from the Major Unit head to conduct a search.
2. Appointing Search Committee members.
3. Developing a Job Announcement.
4. Developing a Search and Selection Plan.
5. Equity Administrator and Direct Supervisor Charge the Search.
  - ✧ Equity Charge - Overview of the Search Process and Equity Considerations.
  - ✧ Supervisor Charge - Explicit Instructions regarding the kind of qualities/qualifications the supervisor wants in a pool of final candidates.
6. Advertising the position and generating a pool of applicants.
7. Evaluating the applicants' credentials.
8. Conducting interviews and selecting a diverse pool of finalists.
9. Recommending finalists to the Major Unit Head.<sup>1</sup>
10. Approval by Major Unit Head.<sup>2</sup>
11. Extending an offer to the finalist.

## *Regular & Contingent II Non-Exempt Employees*

The procedures for selecting Regular and Contingent-Category II Non-Exempt (maintenance, office, service, and technical/para-professional) employees generally include the following steps:

1. Submitting a Personnel Requisition form to the Department of University Human Resources (“UHR”); the Equity Administrator may require review and approval of the Requisition in advance of the hiring department submitting it to UHR.
2. Preparation by UHR of a “List of Eligibles,” which is then forwarded to the hiring department.
3. The unit contacts every candidate on the List of Eligibles to determine availability and interest in the position.
4. Conducting interviews with all candidates who are interested.
5. Selecting a finalist.
6. Requesting review and approval of the recommended hire by the Equity Administrator.
7. Extending an offer to the finalist.

The order of these activities, particularly those required for initiating a search (items 1-4), may vary dependent on the particular college or division. However, of these steps are considered essential to the process of conducting a search.

---

<sup>1</sup> Major Unit Head - Dean, Vice President or President

<sup>2</sup> If there are no minority or women candidates in the pool of finalists, a memorandum documenting why this has occurred must be submitted to the Equity Administrator.

# Chapter 2 - The Search Committee

**Myth:** ENSURING THAT THE UNIVERSITY OF MARYLAND RECRUITS AND RETAINS A DIVERSE COMMUNITY OF FACULTY AND STAFF IS THE RESPONSIBILITY OF CAMPUS EQUITY ADMINISTRATORS.

**Reality:** The responsibility for recruiting and retaining a diverse workforce rests on everyone. Since hiring is generally a “bottom up” process, with the members of a unit search committee defining the pool of candidates and assessing their qualifications, diversity goals will never be achieved without the commitment and involvement of campus faculty and staff. The responsibility for recruiting and training a diverse workforce rests on everyone.

All searches for regular faculty and exempt staff appointments, except for circumstances noted in Chapter 16 (Temporary Non-Tenured Faculty Appointments) and Chapter 8 (Streamlined Searches), require the appointment of a search committee or screening committee. The appointment of the search committee is usually one of the earliest steps in the recruitment process. Because these committees play such a critical role in the outcome of searches, it is important that they be established with care.

**The Equity Administrator or Major Unit Head should not approve the commencement of a search until he/she feels the search committee is sufficiently diverse. This is one of the significant points at which the University engages in affirmative action.**

- ✧ Once the Major Unit Head has approved a search, suggested Search Committee member names must be submitted to the Equity Administrator and the Major Unit Head for review and approval, prior to initiating the search. Typically a committee will range in size from five to nine members (with a minimum of three members), although in some instances, departmental practice may dictate larger committees. If a search committee has fewer than five members, then three members must be present to constitute a quorum for decision purposes.
- ✧ When appropriate, the committee should be appointed before a position announcement has been finalized and members should have the opportunity to review it before it is submitted for approval by the major unit head in order to ensure a range of input and perspectives.
- ✧ It is important that search committees include members from under-represented groups. Such persons can provide diverse perspectives and access to non-traditional networks and contacts, as well as lending general expertise and credibility to the work of the committee. It is important that committee members from under-represented groups be of the same general rank or status as other members of the committee and have general familiarity with the position and with the unit doing the hiring. Ideally, such representation can come from within the staff in the unit; if no one is available, every effort should be made to identify persons from other units who have the expertise and time to serve on the committee.
- ✧ Students should not be expected to serve as the lone representatives of diversity on campus search committees. Such a practice inherently places the students at a distinct disadvantage, whether undergraduate or graduate, and serves neither the interests of the hiring unit nor the campus affirmative action goals.
- ✧ An Equity Administrator should not serve on committees they have charged or serve as the Hiring Official.
- ✧ Except in extraordinary circumstances, the administrative staff person who will be making the hiring decision (i.e., the Supervisor and/or Hiring Official) should not serve on the search committee. Faculty department chairs may serve on departmental search committees, but may not serve as chair.
- ✧ Search committee members are responsible for actively searching for candidates for the position.

# Chapter 3 – Developing a Position Announcement

Most searches occur due to the departure of a current staff or faculty member; therefore, there is a natural tendency to seek a replacement who mirrors the experience and qualifications of the incumbent. In other words, we tend to draft position announcements that reflect the same kinds of expertise and qualifications as the departing person. At this point, attention to diversity should begin.

Both the requirements and the responsibilities of the position should be evaluated to be certain they are not simply the result of traditional practices, but are genuinely related to the current and future needs of the unit, including the need to enhance diversity among faculty or staff.

## *Equity Administrator Review and Approval*

Prior to advertising the vacancy, the position announcement should be forwarded to the appropriate Equity Administrator for review and approval.

Position announcements should include the following:

- ✧ Name or title of the position.
- ✧ Employment category of the position: faculty or exempt.
- ✧ Nature of appointment: regular or contingent, plus full-time or part-time, etc.
- ✧ Specific duties and qualifications for the position.
- ✧ Affirmative Action/Equal Opportunity Statements.
- ✧ Closing date and date position is available.
- ✧ Salary range or notation stating competitiveness of salary.
- ✧ Application procedures, including the best date for consideration,<sup>3</sup> and address for submitting applications.
- ✧ The UMD Human Relations Code should be followed:  
[www.ohrp.umd.edu/compliance/hrc/intro.html](http://www.ohrp.umd.edu/compliance/hrc/intro.html)

## *Strategies for Attracting Candidates*

In crafting the position announcement, consideration should be given to strategies that will attract a diverse and broad range of candidates.

- ✧ Define qualifications for the position as broadly as possible. Given the historical exclusion of under-represented groups from many graduate programs or other sources of preparation, too rigid or narrowly defined requirements may unnecessarily exclude potentially successful candidates from serious consideration.
- ✧ Utilize qualifiers or adjectives with care; they may cause potential applicants to self-select themselves out of consideration.

## *Flexible Wording*

Examples of flexible wording in the POSITION ANNOUNCEMENT include:

- ✧ “Candidates should have an advanced degree in counseling or a related discipline” rather than “degree in counseling required.”
- ✧ “Candidates should have a Master’s degree and three years work experience, or Bachelor’s degree and five years experience” rather than “a Master’s degree and three years work experience required.”
- ✧ An emphasis on recruiting a diverse pool of candidates can be represented by strategic placement of the EEO/Affirmative Action statement.

Placement within the body of the announcement, particularly as part of the listing of qualifications, indicates a high level of interest (see sample position announcements in Appendix B).

---

<sup>3</sup> Deadline dates are strongly discouraged.

# *Developing a Position Announcement*

## *Posting an Announcement*

Upon approval, the Equity Administrator will forward the position announcement to the President's Office and the Department of University Human Resources-Employment Services for campus posting of the vacant position.

## *Equal Employment Office Information Request Cards*

The Assistant to the President will forward Equal Employment Office (EEO) Information request cards to the search committee chair; a card should be forwarded to those candidates who meet the minimum job qualifications.

## *Selection Criteria*

Absent extraordinary circumstances, once the position has been announced, the search committee must adhere to the selection criteria detailed in the announcement. For this reason it is important that position announcements be drafted very thoughtfully and carefully. Candidates who lack the minimum qualifications for the position as stated in the announcement cannot be considered. To increase the search committee's flexibility in reviewing applications, position announcement may specify deadlines for "best consideration," instead of absolute deadlines. This strategy allows for review of promising candidate credentials that may arrive relatively late in the search process.

# Chapter 4 - Developing a Search & Selection Plan

All search committees are required to complete a “Search and Selection Plan”<sup>4</sup> and to submit it to the appropriate Major Unit Head via the Equity Administrator for review and approval. This plan will describe the ways in which candidates will be recruited for the position, as well as special efforts to attract a diverse pool of candidates. It will also define the methods by which applicants will be evaluated and the procedures for selecting finalists. Specifically, the plan should address: advertisement-related activities; special actions to identify minority or female candidates; and procedures for assessing candidates that give appropriate emphasis to diversity considerations. The format for Search and Selection Plans is provided in Appendix C.

Recruiting a broad, diverse pool of candidates is one of the most important functions of the search process. To be effective, the committee must be creative and aggressive in seeking to identify candidates. The following points should be considered:

- ✧ Utilize publications targeted at specific populations. Relying exclusively on “traditional” or “mainstream” publications to announce a position will typically result in a “traditional” and “mainstream” pool of applicants.
- ✧ Utilize professional networks and contacts. “People” contacts are much more effective in generating candidates than paper contacts. Call colleagues and other professionals to inform them of the vacancy and to request nominations, and then follow up with a letter and position announcement that they can share with others.
- ✧ Forward the announcement, with cover letter, to professional associations serving specific populations (for example, Women in Engineering, Association of Black Psychologists, etc.). Also, consider recruiting in person at their national meetings. Remember, your presence has a much greater impact than your announcement on a job placement board or in a newsletter. Many national associations also have caucuses for specific populations. Contact them as

well, ask them to share the information, and ask for nominations of possible candidates.

- ✧ Where applicable send announcements with cover letter seeking assistance to Historically Black Institutions (HBI’s). Send them to specific departments, rather than to a President’s or Vice President’s office. Again, ask for nominations.
- ✧ There are no universal professional organizations for faculty with disabilities. Some professional organizations have disability caucuses to which an announcement can be sent. Depending upon the field, potential applicants could be reached through publications and listservs associated with the expanding interdisciplinary academic field of disability studies, because like other kinds of area studies, scholars working in disability studies are often disabled themselves. Advertising in disability studies media would be topically suitable for fields in architecture, the arts and humanities, education and the social sciences. A good list of disability-related publications and organizations is available at the Society for Disability Studies at <http://www.uic.edu/orgs/sds/links.html#orgs>.
- ✧ Utilize annual directories of recent Ph.D. recipients. Contact potential candidates by phone to inform them of the position and follow up with an announcement and cover letter. If the persons contacted are not available or interested, ask for nominations of other potential candidates.
- ✧ Whenever you ask for nominations, be sure to follow up. The degree and timeliness of follow up is perceived as an indication of the degree of commitment to diversity. Fortunately or unfortunately, this perception is typically generalized to the entire campus and can affect future searches, so careful attention to this stage of the recruiting process is required.

---

<sup>4</sup> On occasion, and with the approval of the Equity Administrator, the Search and Selection Plan may be developed by the hiring official or the search committee chair, prior to convening the Search Committee.

# *Developing a Search & Selection Plan*

- ✧ Where appropriate, utilize campus based networks, such as the President's Commissions on Women's, Ethnic Minority, LGBT, and Disabilities Issues (respective commission chairs are listed in the campus directory).

Remember, effective searches utilize creative and aggressive strategies to identify qualified applicants. The more aggressive the committee's efforts, the more successful the recruitment.

# Chapter 5 - Screening and Evaluating Applicants

The review of candidate applications is perhaps the most important function of the search committee. It is also an area in which the committee should be especially sensitive to diversity and equity considerations. Before evaluating applicants the committee should discuss and come to consensus about the standards for evaluating the applicants. These standards must be followed consistently for all candidates and throughout the search process.

As part of an initial review, all resumes/curriculum vitae (“CV”) should be reviewed to determine which candidates meet the minimum qualifications for the position. With the approval of the Equity Administrator, the search chair or a designated subcommittee of the search team may conduct this first level review.

At the next level, all resumes or CVs should be reviewed in greater detail against a pre-determined set of objective criteria related to the position description and job duties. A short list of suitable candidates for phone or in-person interviews should emerge from this process.

**The University of Maryland is an equal opportunity institution with respect to both education and employment. The University does not discriminate on the basis of race, color, religion, national origin, sex, age, or disability in admission or access to, or treatment or employment in, its programs and activities as required by federal (Title VI, Title IX, Section 504) and State of Maryland laws and regulations.**

## *Screening Applicants*

In their evaluations, members of the committee should be sensitive to the following:

✧ Biases against individuals from lesser known or Historically Black Institutions. An insistence on considering only candidates with degrees or prior work experience at large, mainstream or elite universities is incompatible with affirmative action goals, since such schools have historically denied admission and professional opportunities to women and/or people of color. While assessing the merit of credentials from lesser known institutions may require more work,

to NOT do so is to penalize individuals for a lack of access over which they had no control. It becomes, in essence, penalizing the victims of past discrimination.

- ✧ Biases against candidates who are not active participants in mainstream organizations or networks (i.e., persons of which “no one has heard”).
- ✧ Devaluing research and scholarship which focuses on ethnic minority, female, LGBT, or disability related populations or concerns, or which is published in journals considered outside of the “mainstream.” Historical biases against scholarship focusing on these groups are well documented; hence mainstream publishers have not accepted much of this research until recently and barriers continue to exist. Consequently, applicants should not be evaluated exclusively by where they have published, but on the quality of their research, including such dimensions as:
  - methodological and/or quantitative skills of analyses,
  - the depth and scope of their research agenda; and,
  - the potential for future research.

(It should also be noted that while the number of journals willing to accept such research remains small, several major external agencies are interested in funding such research, and thus affirmative action candidates may make a unique contribution to the department in terms of attracting outside support for their research.)

- ✧ Automatically devaluing candidates with lukewarm letters of recommendation from professional or graduate school references. Women and persons of color have historically had greater difficulty in attracting mentors in both the graduate school and professional setting. The lack of a mentor or close working relationship with faculty is not always a reflection of the student’s level of competence or performance. Consequently, uninspired letters of recommendation may be more a function of a lack of knowledge about the candidate than a reflection of the candidate’s true ability. The committee may wish to contact the reference by phone



# Screening and Evaluating Applicants

to get a more accurate reading of the relationship between he/she and the candidate.

✧ Devaluing candidates whose prior professional experience focused on working with specific racial/ethnic or gender populations. Frequently there is an incorrect assumption that such positions call for a narrow or restrictive set of skills that are not transferable to other positions. Such assumptions presuppose that only marginally qualified persons or persons with limited professional interests accept such positions. In order to safeguard against such biases, committees may wish to employ one or more of the following strategies:

- Conduct telephone interviews with candidates as a means of gathering more information when determining who should be invited for campus interviews.
- Ask other members of the hiring unit to conduct “blind reviews” of the applicants, with names, sex, and race/ethnicity concealed where possible.
- Where some questions persist about candidates’ credentials, ask for additional references, copies of research articles, or other samples of work, etc., to assist in the evaluation.
- Resist eliminating exclusively on the basis of a paper review, i.e., without at least one “personal” contact, whether it be a telephone call to a reference, a nominator, or to the candidate.

## *Interviewing Applicants*

The goals of the interviewing process should include selling the candidates on the merits of the position as well as offering a more thorough opportunity for evaluating candidates’ credentials. To make the most of the time-intensive interviewing process, advance preparation on the part of the committee should be utilized as much as possible. The following steps are useful in preparing for interviews and conveying a sincere interest to the candidates:

Please note: It is the policy of the University of Maryland

that women and minority candidates be included on the list of interviewed candidates.

## Preparation

- ✧ Be as thorough in attention to detail as possible when making arrangements for campus visits; haphazard planning communicates a lack of real interest.
- ✧ Confirm arrangements for campus visits as far in advance as possible, and in writing. The arrangements should include where the candidate will be picked up and by whom, where he/she will be housed during the visit, and when he/she can expect the visit to formally conclude. An itinerary for the day should be included or made available as soon as the candidate arrives.
- ✧ Be thoughtful and consistent in determining whom candidates meet; do not unnecessarily extend the interview by including numerous “courtesy calls.” Include persons with whom the position may interact, and explain the relevance of each person on the interview schedule. Also, ask candidates if there are individuals they would like to meet or if there are particular questions regarding university resources, employee benefits, spouse/partner hires, scholars involved in related academic endeavors, etc. that may best be answered by individuals outside of the interview process.
- ✧ When scheduling interviews (both telephone and face-to-face), committees should ask all interviewees if there are any accommodations needed for the interview. The scheduler should be prepared to describe the interview location and be able to provide directions that do not include stairs or steps. The committee should also ensure that support staff (and/or departmental faculty, in the case of faculty searches) are briefed about appropriate questions and etiquette.
- ✧ Avoid last minute changes to the agreed-upon itinerary. Confirm appointments with persons on the interview schedule the day before each interview to avoid “no shows” and, if necessary, to identify possible replacements.

# Screening and Evaluating Applicants

- ✧ Avoid large unscheduled gaps of time, but do schedule breaks during the day for the candidate to breathe and reflect on the day.
- ✧ At least a majority of search committee members should be present for the interview in order to constitute a quorum. The Equity Administrators for each division can also work with search chairs to set general expectations for attendance.

In order to facilitate full participation by relevant campus personnel, it is useful to distribute a schedule, listing all interviews, dates, and times, to affected individuals including the hiring official, Equity Administrator, search committee, department staff, and others on the interview schedule.

## The Interview Process

- ✧ Nowhere in the selection process is the potential for an unsuspecting violation of anti-discrimination greater than during the interview, which frequently contains impromptu discussions on topics unrelated to an applicant's qualifications.
  - In general, ask only those questions that will inform you about the applicant's qualifications and are essential to making the hiring decision. These questions will invariably flow from the essential job functions. Proper areas of inquiry include prior experience, education, career goals, and salary history.
  - All questions posed must be asked of all applicants regardless of their age, sex, disability, etc. Interviewers must be particularly cautious of questions that may be asked of only one group of applicants. Courts and administrative agencies scrutinize such questioning from the start, but if they are directed only to members of one sex for instance, such inquiries will probably be considered illegal.
- ✧ During the course of an interview, seemingly innocent questions frequently become the basis for charges

that a failure to hire was unlawful. Consequently, it is critical that an interviewer know what NOT to ask. Of course, questions related to job skill and ability are always acceptable. Nevertheless, HOW they are asked is also of importance. For example, asking "How do you feel your previous employment experiences will contribute to your work with us?" rather than "Why did you decide to change jobs at your age?" will elicit similar information, but without raising the suspicions of an applicant that age may be a factor in the decision-making process.

- ✧ Attempts at humor during an interview are risky and should be avoided. Often used as an informal tool to "break the ice," jokes, anecdotes, and witticisms are the most readily misunderstood means of communication. Of course, attempts at humor on sensitive subjects (sex/gender, age, national origin, etc.) are never appropriate.

## *General Interview Guidelines*

The following are some tips on preparing for and structuring employment interviews, with suggestions for avoiding inquiries that are illegal, that elicit information unrelated to the hiring decision, or that expose the University to liability. When in doubt, feel free to share the list of questions with the Equity Administrator.

- ✧ Do not ask questions about an applicant's age, unless it is to determine if he or she has reached the age of majority. Once an individual has reached the age of 18, a work permit is not required under child labor laws.
- ✧ Do not ask questions which require candidates to indicate ancestry or national origin.
  - "Where were you born?" is an obvious question. A more subtle, yet still improper query is "O'Brien! That's Irish, right?" Another improper question is to ask about the applicant's place of birth (or the birth place of the applicant's parents, grandparents, or spouse).

# Screening and Evaluating Applicants

- You may inquire about the applicant's citizenship, regular residency, or visa status and require proof thereof.
  - Avoid questions about a foreign address which might indicate national origin. You may inquire about the locations and length of time at the applicant's current residence.
  - Eliminate questions about an applicant's native tongue. However, you are permitted to ask about any foreign languages in which the applicant writes and/or speaks and to what level of competency.
- ✧ Questions concerning physical characteristics are prohibited. Inquiries as to height or weight, or comments about an applicant's level of attractiveness are prohibited.
  - ✧ Questions concerning marital status, i.e., a woman's maiden name, a spouse's name, spouse's employment status, whether the candidate is single, married, divorced, separated, engaged, or widowed are prohibited.
  - ✧ Questions related to pregnancy, ability to reproduce, family planning, or child care issues. Questions such as "how many children do you have?" are prohibited. You may inquire if the applicant has any commitments that would preclude him or her from any job requirements. NOTE: If such a question is posed, they must be asked of all applicants.
  - ✧ Questions designed to uncover an applicant's physical or mental condition are prohibited. Ask instead if he or she can perform the essential job functions as described in the University's position description.
  - ✧ Questions related to the applicant's religion. Do not ask, "Where do you attend church?" Also, you may not ask about an applicant's willingness to work on any particular religious holiday.
- ✧ You may inquire about the applicant's willingness to work the designated work schedule for the position. For example, you may ask if there are any impediments to working on weekends, if weekend work is required.
  - ✧ Questions about financial status. Clear examples of questions prohibited are: "Has your salary ever been garnished? Do you own a home? Where do you live?" In addition, you may not ask about one's credit rating or request financial data, unless the University has determined that it is a job-related requirement. However, you may inquire whether the applicant anticipates any problems getting to and from work.
  - ✧ Questions about the applicant's type of military discharge. You may inquire about participation in any of the United States armed forces or in a state militia unit.
  - ✧ Questions about the organizations/associations to which the applicant belongs. You may inquire about membership in job-related professional organizations (e.g., does an applicant for a position in the English Department belong to the Modern Language Association?).
  - ✧ Questions that are intended to reveal the race/ethnicity, color, creed, age, religion, sex, sexual orientation, marital status, national origin, disability, or political affiliation are prohibited.

**If women or minority candidates are not included on the list of interviewed candidates, the committee chair must document in writing why this has occurred and confer with the Equity Administrator immediately after the interviews to determine whether the process should move forward or additional candidates should be invited to campus.**

# Chapter 6 - Selecting a Finalist

This step is essentially the final phase in the search committee's process. The committee's work at this stage should be approached with the utmost seriousness, as its activity will significantly influence the success of the search. In searches for Faculty and Exempt positions, the committee should identify a diverse pool of two to five finalists, and preferably three, whom they will recommend to the hiring official.

**If there are no minority or women candidates in the pool of finalists, a memorandum documenting why this has occurred must be submitted to the Equity Administrator.**

The committee should identify, in writing, each candidate's relative strengths and weaknesses, and indicate in which ways the candidates could contribute to the unit. Again the commitment to diversity must be an essential factor in this decision-making process. Therefore, assessing a potential hire's contributions might include consideration of one or more of the following:

- ✧ Ability to enhance services to meet the needs of previously un-served or under-served populations.
- ✧ Ability to diversify curriculum and pedagogy to meet multiple or different interests.
- ✧ Ability to be a role model or mentor for students (majority as well as minority students).
- ✧ Ability to extend boundaries of current research by directing or supervising in non-traditional areas.
- ✧ Ability to attract targeted external funds in support of research, curriculum development, or new programming/services.

Upon conclusion of the evaluation process, the search committee must forward its recommendations (of two to five finalists) and the Affirmative Action Employment Report (AAER) to the department unit head. Search committee minutes or a detailed report must be attached to the AAER and may include meeting dates, attendance, and votes of the committee (see Appendix C).

The unit head should review the documents and then forward the affirmative action documents along with a request to make an appointment to the appropriate Equity Administrator. The Equity Administrator will then conduct a review and advise the Major Unit Head (Dean, V.P., or President) as to whether the search was bona fide, i.e., conformed to campus guidelines and other relevant laws, statutes, etc. If the Equity Administrator and the Major Unit Head agree that the search was bona fide, both will sign the AAER and forwards it to the department unit head. The department head (or designee) may then initiate the formal employment process with any of the final candidates.

The appointing official should identify the preferred candidate and request approval from the Major Unit Head to appoint. Once an employment offer is made and accepted, the relevant Equity Administrator should be informed.

In faculty searches, following the selection of a recommended candidate, the department head attaches a signed copy of the AAER to the All Academic Appointment form and distributes copies of the AAER to the appropriate officials. For those departments processing appointments via the Academic Resource System (ARS), send the signed copy of the AAER which normally accompanies the All Academic Appointment form directly to the Personnel Administrator in Academic Affairs, and include the authorized search number on the electronic appointment form. (See Chapter 13 for further details on faculty appointments.)

**Departments are not allowed to formally offer a position until all relevant paperwork is completed and approved.**

# Chapter 7 - Ethics, Confidentiality & Equity

Often in a search process, there are inherently opposing tensions which relate directly to issues of ethics and confidentiality. Maintaining the confidentiality of certain information regarding the search, i.e., how each member evaluated each candidate, what information references provided about candidates, etc., is critical in encouraging open and honest dialogue within the search committee. It is important that the bounds of confidentiality as they relate to committee deliberations not be breached.

In the interest of averting any suspicions of inequity in its conduct, the search committee should maintain accurate minutes and records which should be available for review and scrutiny by the Equity Administrator. However, the best way to avoid any perceptions of inequity is to conduct committee business consistently and above-board with all members of the committee having transparent access to all information and decision-making.

The chair of the search committee is responsible for ensuring that appropriate ethics and confidentiality are maintained at all times during the search process (in both formal and informal settings). If any issues/questions regarding the confidentiality of the search process arise, the chair or any member of the search committee should inform his/her Equity Administrator.

A breach of confidentiality or professional ethics by any member of the search committee could lead to the expulsion of the person from the committee or the disbandment of the search committee.



*Section 2*  
*Search Procedures for*  
*Exceptional Appointments*

# *Chapter 8 - Streamlined Searches for Selected Exempt Positions*

A hiring unit wishing to conduct a streamlined search for an exempt position with a “Market Mean Salary”<sup>5</sup> of \$60,000 or less must make a request to the Vice President, Dean or designee via the responsible Equity Administrator. A streamlined search may include: (1) a search committee with only three members from the hiring unit if the committee is diverse; (2) limited advertisement, or campus posting only (two week minimum unless exceptional circumstances can be documented); and (3) the option of submitting a summary report of the Search Committee in lieu of meeting minutes. Streamlined searches may be appropriate when the hiring unit can document an acceptable degree of diversity among existing staff and when there exists a reasonable probability of a diverse candidate pool from campus, USM, or the local area.

It is understood that a Search and Selection Plan must be prepared and filed with the Equity Administrator and that current affirmative action practices must be followed, including distribution of the EEO cards, completion of the Affirmative Action Employment Report (AAER), and the completion of the blue EEO Information Summary Form.

---

<sup>5</sup>The starting salary range maximum for a new exempt hire will be the “market mean” for the position -- resulting from a benchmarking analysis by University Human Resources -- and the minimum of the starting salary range will be 20% less than the Market Mean. Therefore, this policy would apply only to positions with a starting salary range of \$48,000 to \$60,000 or less, as established by UHR.



# Chapter 9 - Exceptional Faculty / Staff Appointments and Search Waivers

Most appointments of faculty and staff will require a search. There are rare circumstances, however, in which a department or college may request a waiver of the search requirement. Those circumstances include opportunities to appoint faculty of exceptional caliber (i.e., Potential Nobel Laureates, etc.), who are likely to qualify for the designation of “Distinguished Professor,” opportunities to appoint faculty who would be fully funded by their own research grants, and opportunities to appoint faculty or staff who would help the campus meet its diversity goals. Specific information about each type of appointment is discussed below.

## *Distinguished Professor Appointments*

Please note that these appointments are extremely rare. Therefore, while a request for a waiver of search requirements may be submitted, it should not be assumed that it will be approved.

A request should be made from the department to the Dean, who will review and approve the request in counsel with the Equity Administrator. Upon approval of the request, the Dean should forward it to the Provost’s Office. The request should include:

- ✧ A description of the candidate, including curriculum vitae.
- ✧ A rationale for making the appointment and how the appointment of the candidate enhances the quality of the program in terms of departmental research, curriculum, and the recruitment of other faculty or graduate students, etc.
- ✧ Evidence of departmental review and support for the appointment of the candidate, e.g. the assessment of the department APT committee or the vote of tenure faculty, etc.
- ✧ The proposed salary offer and related terms of the appointment, such as summer support, lab space, equipment, research assistants, and details as to how the salary and terms will be funded.
- ✧ 5. Proposed starting date of the appointment.

## *Faculty Self-Supported By Research Grants*

Departments wishing to appoint faculty who will be entirely self-supported by their own research grants may forward a request for waiver of the search requirements to the Dean. Typically, these faculty will serve as the Principal Investigators on such grants. Upon review and approval by the Dean, in consultation with the Equity Administrator, the department may negotiate the appointment with the candidate.

The request for a waiver should include the following:

- ✧ A description of the candidate and curriculum vitae.
- ✧ A description of the funded research, including the nature of the research, amount funded, time period of the funding, and funding source, etc.
- ✧ A rationale for the appointment, i.e., how the appointment will enhance the department or unit.
- ✧ The proposed salary, start date, and any other related terms of the appointment.

Please note: Faculty who are appointed in this category without a search are appointed without tenure and only for the length of time in which the funding is available. All such faculty should be informed of these terms in writing prior to the start of the appointment. If funding should be discontinued and the department wishes to retain the faculty member, a search will be required. In such instances, the department must request permission from the Dean to initiate a search. Procedures for making such a request may be found in Chapter 1 of this manual.

## *Affirmative Action Appointments*

A request must be made from the hiring official to the appropriate Major Unit Head. Upon review and approval by the Major Unit Head, in consultation with the Equity Administrator, the department may negotiate the appointment with the candidate.

The request for a waiver of the search requirement should include the following:

# *Exceptional Faculty / Staff Appointments and Search Waivers*

- ✧ A description of the candidate, including a curriculum vitae or resume.
- ✧ A rationale for making the appointment and how the appointment of the candidate enhances the quality of the unit, etc.
- ✧ If a tenure appointment, evidence of departmental review and support for the appointment of the candidate, e.g., the assessment of the departmental APT committee or the vote of tenure faculty, etc.
- ✧ The proposed salary offer and related terms of the appointment. For faculty appointments, this should include commitments for summer support, lab space, equipment, research assistants, and details as to how the salary and terms will be funded.
- ✧ Proposed starting date of the appointment.

# Chapter 10 – Acting Appointments

On occasion, units on the campus have a need to make temporary or acting appointments, in order to fill important positions quickly and with minimal disruption. Such appointments may, with permission of the Major Unit Head in consultation with the Equity Administrator, be made on a short-term basis without benefit of a regular search and selection process. These appointments, however, have the potential to provide invaluable training and exposure for those persons appointed, enhancing their credentials as candidates for future regular appointments. As such, they provide unique opportunities for preparing individuals for roles of greater scope and responsibility. Given this potential, the campus is fully committed to identifying and appointing women and minorities in temporary or acting capacities, as well as in regular appointments.

The following procedures have been developed to ensure that diversity considerations are an integral part of the decision-making process for acting and temporary appointments.

Units wishing to make acting appointments must first request approval from the Major Unit Head to fill the position on a temporary basis. Upon approval, the unit head should meet with the Equity Administrator regarding the qualifications necessary to fulfill the responsibilities of the position and to develop a diverse pool of persons to be considered for the acting appointment. Following consideration of prospective candidates, the unit should forward to the Major Unit Head the recommendations for appointment. Included in this recommendation should be a rationale supporting the selection of the person chosen and a list of others who were considered, stating their race, ethnic origin and sex.

For appointments of persons who will report to Directors or Department Heads, the request to make an acting appointment must be forwarded by the Director or Department Chair to the appropriate Dean or Vice President via the Equity Administrator for review and approval.

For appointments of persons who will report to Deans or Vice Presidents, the request must be forwarded to the appropriate Provost or President via the Equity

Administrator for review and approval.

Acting capacity appointments for non-exempt staff positions must be reviewed by UHR, and may be made for a period of up to 12 months, pursuant to Board of Regents policy VII-9.50 “Policy on Temporary Assignments and Acting Appointments (7/1/1996).” An extension may be granted based on the operational needs of the unit.

Acting capacity appointment for exempt staff positions must be reviewed by UHR, and may be made for a period not to exceed six months, pursuant to UMCP VII-9.11(A) “Policy and Procedure for Salary Administration for Regular Exempt Employees (2/27/2000).” An extension may be granted based on the operational needs of the unit.

## *Acting Appointments Extending Beyond One Year*

Units wishing to make appointments that extend beyond one year must make a request to the Major Unit Head via the Equity Administrator for review and approval to fill the position for an extended period. The request should include:

- ✧ A position announcement.
- ✧ The rationale for making an appointment which will extend beyond one academic year and reasons why a search for a regular appointment cannot be made within a year.
- ✧ The procedures to be used for ensuring that a diverse pool of candidates are considered for the appointment.
- ✧ A list of participants in the decision-making process.

Following consideration of prospective candidates, the Authorizing Official should forward to the Major Unit Head via the Equity Administrator the recommendation for appointment. Included in this recommendation should be a rationale supporting the selection of the person chosen and a list of other persons who were considered, including racial or ethnic origin and sex.

# *Acting Appointments*

Acting appointments involving staff positions must be reviewed by University Human Resources to ensure the appointee meets the minimum qualification requirements for the position, and to set the acting capacity salary in accordance with Board of Regents and institutional policy.

# Chapter 11 - Reorganization Appointments

As a result of internal reorganizations, units may wish to appoint current staff employees to different or newly created positions. Such instances offer valuable opportunities for promoting knowledgeable and experienced campus personnel to positions of greater responsibility and leadership. Given this potential, the campus is fully committed to identifying and appointing employees from under-represented groups to such positions. The following procedures have been developed to ensure that affirmative action considerations are an integral part of the decision-making process for these appointments.

Units wishing to make appointments as a result of internal reorganizations must first submit a request to fill the position to the Major Unit Head via the Equity Administrator. The request should include:

- ✧ A position announcement (units interested in creating new staff positions must first contact UHR for information regarding that process).
- ✧ A rationale for making the appointment outside of the regular search procedures.
- ✧ The procedures to be used for ensuring that a diverse pool of candidates will be considered for the appointment.
- ✧ A list of participants in the decision-making process.

Following consideration of prospective candidates, the Authorizing Official must forward the recommendation for appointment to the Major Unit Head via the Equity Administrator. A rationale supporting the selection of the person chosen and a list of other persons considered (stating their race/ethnicity and sex) should be included in this recommendation.

# *Chapter 12 - Promotions of Non-Exempt and Exempt Staff From Within a Hiring Unit*

A Director or Department Chair wishing to promote an employee from within a hiring unit in lieu of conducting a search or posting the open position must make a request to the Vice President/Dean via the relevant Equity Administrator. Such appointments may be appropriate when the hiring unit can document that the appointment is crucial to retention and/or development of a talented employee or that the appointment is justified by importance of unit-specific experience.

A request to promote an employee from within a unit without a search or posting must be supported by the following documentation:

- ✧ Position announcement including responsibilities of the job and required qualifications.
- ✧ A resume of the employee to be promoted that demonstrates fitness for the position.
- ✧ A written statement by the Director or Department Chair that explains how the action meets one or both of the criteria set forth above and how diversity considerations have been attended.

Prior to recommending the promotion of a non-exempt employee to a higher-level position, the Director or Department Chair shall consult with the Department of University Human Resources-Classification staff to establish that the employee meets the minimum qualifications for the higher level job.

**Note: This policy applies only to positions below the level of “director.”**

*Section 3*  
*Search Procedures by*  
*Employment Category*

# Chapter 13 - Regular Faculty Appointments

The successful recruitment and selection of faculty is one of the most important functions performed on our campus. The faculty are integral to our ability to actualize our mission and to serve our students. As mentioned previously in this document, “success” in this process includes our ability to attract and retain faculty who represent the rich racial, ethnic, and gender diversity of our country. In an increasingly pluralistic society, the degree to which diversity is present in our instructional staff, our curriculum, and our research are key indicators of the quality and relevance of the educational experience we offer students.

- ✧ All faculty recruitment must be approved by the appropriate Dean. Once a search has been approved, the hiring department must identify the proposed membership of the Search Committee. The Equity Administrator reviews the committee composition to determine if there is adequate diversity. The search plan must include the race/ethnicity and sex of each member of the search committee.
- ✧ The search committee then meets to complete a Search and Selection Plan and draft a position announcement (see Chapters 3 & 4). These should be forwarded to the Equity Administrator and the Dean for review and approval.
- ✧ The Equity Administrator and the Department Chair and/or Dean must meet with the search committee to “charge” the committee, review the search and selection procedures, discuss relevant affirmative action goals, and answer any questions.
- ✧ Once the search committee has completed its review of the candidate pool, it will identify a group of candidates to be interviewed. The committee should then schedule and conduct interviews.
- ✧ If women or minority candidates are not included on the list of interviewed candidates, the committee chair must document in writing why this has occurred and confer with the Equity Administrator immediately after the interviews to determine whether the process

should move forward or additional candidates should be invited to campus. The Equity Administrator in the school or college will assess whether appropriate actions were taken to attract women or minority applicants and if the screening process was equitable. If the Equity Administrator feels the interview pool is inadequate, the Equity Administrator should make a recommendation to the Dean.

- ✧ When the search committee has completed its work, it will forward to the Department Chair the candidates recommended for further consideration (the finalist pool). Included will be a rationale supporting the committee’s recommendations.
- ✧ Once the Department Chair has identified a finalist, a letter is forwarded to the Equity Officer indicating the projected start date and salary offer, along with the search committee’s summary, the signed and dated resumes of the preferred candidate and the other finalists, and a completed AAER Form and EEO Summary Sheet. The Equity Administrator reviews the package, indicates his/her approval, and forwards the materials to the Dean.
- ✧ Once the Dean has approved the appointment and signed the AAER, the complete package is forwarded to Academic Affairs for approval.<sup>6</sup> Upon the written approval of the Provost, a formal offer may be extended to the candidate. Formal offers should not be extended prior to gaining this approval. The copies of the AAER should also be forwarded to the appropriate offices.

---

<sup>6</sup> In cases involving the hire of Associate or Full Professors with tenure, the appointment is contingent upon an APT review process that determines relevant rank and the formal approval of the President.



# *Regular Faculty Appointments*

- ✧ For those departments processing appointments via the Academic Resource system (ARS), send the signed copy of the AAER which normally accompanies the All Academic Appointment form directly to the chief personnel administrator in Academic Affairs, and include the authorized search number on the electronic appointment form. The All Academic Appointment form should also be reviewed by the Equity Administrator for the appropriateness of the initial salary.

## *Checklist for Regular Faculty Appointments*

- Unit receives permission to initiate search from Major Unit Head (usually the Dean).
- Equity Administrator and Dean review and approve composition of search committee.
- Search Committee drafts Search and Selection Plan and position announcement for review and approval by Equity Administrator and the Dean.
- Equity Administrator forwards approved position announcement and Search and Selection Plan to Office of President and to University Human Resources for posting/ advertising.
- Dean or Department Chair charges the committee. Equity Administrator charges Search Committee on search and selection procedures.
- Committee evaluates applications and identifies list of candidates to be interviewed.
- Upon approval by Equity Administrator, committee conducts interviews.
- Committee recommends finalists to Hiring Official. Recommendation includes rationale and signed/dated resumes of finalists. Equity Administrator reviews list for racial/ethnic and/or gender diversity.
- Hiring Official identifies preferred candidate and requests approval from Major Unit Head (Dean) to hire. Request includes rationale, resumes of all finalists, equity paperwork (AAER and EEO Forms), recommended salary, and start date.
- Equity Administrator reviews recommendation, and either requests additional information, or approves (signs AAER), and forwards to the Dean.
- If approved by the Dean, package is forwarded to Provost for review and approval. Upon Approval of Provost, (and APT review and presidential approval in the case of tenured appointments) a formal offer is extended.
- The Unit Head then signs the AAER Form and distributes copies as appropriate. A copy must be sent to the Administrator.
- Once offer is accepted, the Committee Chair sends a final letter to those who were not hired or interviewed and to those candidates who were interviewed to notify them that another candidate was hired.
- At this point, the EEO Request Summary Form will be filled out by the candidate for self-reporting purposes and sent back to the President's Office.
- An orientation for new employees is offered by the Associate Provost for Faculty Affairs.

If women or minority candidates are not included on the list of interviewed candidates, the committee chair must meet with the Equity Administrator to discuss how the qualifications of the candidates interviewed exceeds those of the women and minority candidates.

# Chapter 14 - Exempt Appointments

Exempt staff (Regular and Contingent-Category II) provide critical administrative direction and/or support to the range of academic and administrative operations required to successfully accomplish the University's mission. Exempt positions are professional in nature and staff in this category are ineligible for overtime. Some exempt staff are members of the exempt bargaining unit. The increased representation of women and racial/ethnic minorities not only broadens the pool of skills and experiences available in the campus workforce, but also enhances the university's ability to successfully meet the needs of its multiple audiences.

Note: the Contingent category of employment is non-regular in nature. Contingent-II ("C2") employees must be hired through the same competitive process as regular employees. The contingent category is governed by Board of Regents Policy VII-1.40 "Policy on Contingent Status Employment for Non-Exempt and Exempt Staff Employees" and the companion Administrative Procedure administered by the College Park campus.

**A hiring unit wishing to conduct a streamlined search for an exempt position with a "Market Mean Salary" of \$60,000 or less should follow the procedures outlined in Chapter 8.**

- ✧ All recruitment of Exempt Staff must be approved by the appropriate Major Unit Head (usually a Dean, Vice President, or President). Once a search has been approved, the hiring department must identify the proposed membership of the Search Committee. The Equity Administrator reviews the committee composition to determine if there is adequate diversity. The search plan must include the race/ethnicity and sex of each search committee member.
- ✧ The search committee then meets to complete a Search and Selection Plan and draft a position announcement. (See Chapters 3 and 4).<sup>7</sup> These should be forwarded to the Equity Administrator and Major Unit Head for review and approval.
- ✧ The Equity Administrator will meet with the

search committee to review the campus search and selection procedures and answer any questions. It is recommended that the hiring official also give a general charge at this time as well.

- ✧ Once the search committee has completed its review of the candidate pool, it will identify a group of candidates to be interviewed. The committee should then schedule and conduct interviews.
- ✧ If women or minority candidates are not included on the list of interviewed candidates, the committee chair must document in writing why this has occurred and confer with the Equity Administrator immediately after the interviews to determine whether the process should move forward or additional candidates should be invited to campus. The Equity Administrator will assess whether appropriate actions were taken to attract women or minority applicants and if the screening process was equitable. If the Equity Administrator feels the interview pool is inadequate, the Equity Administrator should make a recommendation to the Hiring Official.
- ✧ When the search committee has completed its work, it will forward to the Hiring Official (usually the Department Head) the candidates recommended for further consideration. Included will be a rationale supporting the committee's recommendations.
- ✧ Once the Hiring Official has identified a finalist, a letter is forwarded to the Equity Administrator, indicating the projected start date and salary offer, along with the search committee's summary, the signed and dated resumes of the preferred candidate and the other finalists, and a completed AAER Form and EEO Summary Sheet. The Equity Administrator reviews the package, indicates his/her approval, signs the AAER and forwards the materials to the Major Unit Head.

---

<sup>7</sup> In some instances, Search and Selection Plans may be developed by the search committee chair or department head prior to convening the search committee.

# Exempt Appointments

- ✧ Once the Major Unit Head has approved the appointment and signed the AAER Form, the Hiring Official is notified that a formal offer can be extended. Formal offers should not be extended prior to gaining this approval.
- ✧ The Major Unit Head then signs the AAER and distributes copies as appropriate.

## *Checklist for Exempt Staff (Regular and Contingent-Category II) Appointments*

- The appointing official or designee should have written documentation indicating the date of separation of the incumbent. If the employee is resigning, the resignation should be tendered in writing.
- The payroll/PHR creator should be notified of the resignation in order to effect the separation of the employee in the PHR system.
- The current position description should be reviewed by the unit administrator to determine if the essential duties of the position will remain the same or should be modified. (The position description form template is available on-line at [www.uhr.umd.edu](http://www.uhr.umd.edu).)

If substantial modifications are made to the essential duties of the position, a re-classification request should be submitted to UHR after review and approval by the Major Unit Head. UHR will review the position and assign it a position number, which will be used in advertising the vacancy. As part of the review, the duties of the position will be evaluated for inclusion in the Exempt bargaining unit, or, if applicable, the position will be excluded from the bargaining unit on the basis of statutory considerations. Without substantive changes to a position, it is recommended that a new position description be submitted to UHR every two years.

- At the same time the position description is submitted to UHR, the responsible unit administrator should request a “market target salary range” for the position,

pursuant to UMCP-VII 9.11(A) “UMCP Policy and Procedures on Salary Administration for Regular Exempt Employees.” If a new position description is not submitted, the request for a target range may be submitted to UHR via e-mail. The market target salary range will be used to set the starting salary of the successful candidate.

- The unit administrator shall submit the list of proposed search committee members to the Equity Administrator and Major Unit Head for review and approval.
- Once the search committee composition has been approved, the search committee should develop the Search and Selection Plan and position announcement for review and approval by Equity Administrator and Major Unit Head; the Search and Selection Plan template is available on the Equity Council’s website at <http://www.umd.edu/eqco/forms.html>.
- The Equity Administrator shall fax the approved Search and Selection Plan with the Position Announcement to the President’s Office at x50806. The President’s Office will issue the Search ID number, which must be included with the Search and Selection Plan for posting.
- The Search and Selection Plan should be faxed to the UHR-Office of Employment Services at x55688. The one-page position announcement should be e-mailed to [jobads@umd.edu](mailto:jobads@umd.edu) by the Wednesday, 12:00 p.m. cut-off. Ads not making the deadline will be included in the following week’s posting.
- Once approved, the President’s Office will send the Affirmative Action Employment Report (AAER), Equal Employment Opportunity Information Request Summary (EEO Blue Form), and EEO cards directly to the search committee chair unless otherwise noted.
- The search committee chair may designate a search coordinator to provide administrative support.
- The search committee chair (or coordinator) should prepare the search committee packets, including a copy

# *Exempt Appointments*

of the position announcement, a list of candidates, and copies of the resumes.

- ❑ At the first meeting of the search committee, the appointing official or designee will charge the search committee by providing detail on the position vacancy, including the knowledge, skills, and abilities that are being sought. The Equity Administrator will then charge the search committee. The charge will include insight on the institution's commitment to diversity and affirmative action, as well as the requirement for committee members to adhere to the strictest standards of confidentiality. The search committee will agree upon the methodology for screening applicants and conducting interviews.
- ❑ Resumes shall be accepted for consideration until a suitable candidate is identified; Exempt searches are typically open for a minimum of 30 days.
- ❑ Follow-up letters and EEO cards should be sent only to candidates who meet the minimum qualifications as posted. Letters of rejection should be sent to candidates who do not qualify for the position.
- ❑ The search committee shall evaluate the application packets and identify candidates to be interviewed.
- ❑ With approval of Equity Administrator, the search committee shall conduct interviews.

If women or minority candidates are not included on the list of interviewed candidates, the committee chair must document in writing why this has occurred and confer with the Equity Administrator immediately after the interviews to determine whether the process should move forward or additional candidates should be invited to campus.

- ❑ It is recommended that final candidates certify/affirm that they have earned the degree(s) represented in their qualifications by signing their resume or providing an official copy of the final transcript.

- ❑ Upon conclusion of the interviews, the search committee shall recommend the list of finalists to the appointing official. The recommendation shall include a rationale for the selection, and include resumes and references of the finalists
- ❑ The appointing official shall identify the preferred candidate and will request approval from the Major Unit Head to appoint. The request shall include the rationale for selection, the resumes of all finalists, the AAER form, and the appointment start date. The request will also include a recommended starting salary within the "market target salary range" established by UHR. If the recommended starting salary is above the target range, it must be approved by the responsible Vice President or President, who will consult with the Director of University Human Resources. In the event the Vice President and the Director of UHR do not concur on the salary, it will be referred to the President for a final decision.
- ❑ The Major Unit Head will consult with the Equity Administrator, who shall review the recommendation packet. The Equity Administrator will either request additional information, or approve the packet and refer it to the Major Unit Head.
- ❑ If approved by the Major Unit Head, the appointing official will be notified; he/she is then authorized to extend a formal offer to the final candidate.
- ❑ The Major Unit Head then signs the AAER form and distributes copies with the minutes of the search committee, as appropriate. (For Colleges only—a copy of this form is forwarded to the chief personnel administrator in Academic Affairs.)
- ❑ Once the offer is accepted, the search committee chair will send a final letter to the candidates who were qualified but were not hired.
- ❑ The EEO Request Summary (blue form) shall be completed by the selected candidate and returned to the President's Office. New Employee Orientation may begin.

# Chapter 15 – Non-Exempt Appointments

The non-exempt staff (Regular and Contingent-Category II) at the University is comprised of maintenance, office, service, and technical and para-professional support positions. Non-exempt employees are eligible for overtime; many of them are members of the non-exempt bargaining unit. The range of support they provide across the entire spectrum of campus functions cannot be overstated. As with the other categories of employment, careful recruitment and selection of non-exempt staff is important, as non-exempt staff are essential to supporting the mission of the institution.

Note: the Contingent category of employment is non-regular in nature. Contingent-II (“C2”) employees must be hired through the same competitive process as regular employees. The contingent category is governed by Board of Regents Policy VII-1.40 “Policy on Contingent Status Employment for Non-Exempt and Exempt Staff Employees” and the companion Administrative Procedure administered by the College Park campus.

- ✧ All requests to fill non-exempt positions require completion of a Personnel Requisition form, which indicates the title and minimum qualifications, as well as additional experience, knowledge, skills, and abilities the unit desires (above the University System of Maryland job class specification requirements). An employment specialist from UHR will work with the hiring unit administrator to initially draft an effective position posting.
- ✧ Position vacancies will be posted for two weeks, though postings will be prepared on a weekly basis. Applicants must submit an application for each position of interest. “General interest” applications will not be accepted.
- ✧ Once a position posting has closed, the employment specialist will meet with the hiring unit administrator to review the applications of the candidates who meet the minimum qualifications. After feedback from the hiring unit administrator, the employment specialist will compose the List of Eligibles, which the hiring unit will receive within five working days of the posting’s closing date.
- ✧ Following the screening and interviewing of the candidates from the “List of Eligibles”, the appointing official should complete an Affirmative Action Employment Report (AAER) form for non-exempt staff and forward it and the recommendation for employment to the Major Unit Head for review and approval.
- ✧ The appointing official is required to provide a written justification when a minority or female candidate is not selected. The justification form (see Appendix C) requests the following:
  - A comparison of the candidates’ relative qualifications for the position.
  - An explanation of efforts to contact applicants on the “List of Eligibles” who were not interviewed.
  - An explanation of why the recommended candidate best meets the needs for the position specifically referencing the job duties involved and the qualifications making the proposed selectee superior to the other candidates.
- ✧ Before an offer of employment can be made in a situation requiring a written justification, the Equity Administrator will be responsible for assuring that the written justification meets the standards established, and for conducting a review of the decision. The Equity Administrator must review the qualifications of the top applicants and contact the appointing official to review the decision.
- ✧ The Equity Administrator may recommend that the department reconsider its decision. If the Equity Administrator and the department cannot agree, the final arbiter will be the Director of University Human Resources.
- ✧ Upon approval by the Equity Administrator, the AAER will be forwarded to the Major Unit Head for approval. If he/she concurs that the search was conducted appropriately, he/she signs the AAER and forwards it to the appointing official.

# *Non-Exempt Appointments*

- ✧ The Equity Administrator forwards a copy of the written justification and all additional materials to the Chair of the Equity Council.
- ✧ The appointing official may negotiate the appointment with the selected candidate.

## *Checklist for Non-Exempt Staff (Regular and Contingent-Category II) Appointments*

- Hiring unit confirms the position number for the position; in cases of resignation, ensures that written letter of resignation has been received. In consultation with the UHR-employment specialist, prepares and submits Personnel Requisition form indicating skills and experience sought for position.
- The Equity Administrator may require review of Personnel Requisition; if so, will review and sign the Requisition form, indicating Affirmative Action goals if applicable. Personnel Requisition is forwarded to University Human Resources.
- UHR posts position; meets with hiring unit to review the applications of candidates meeting the minimum qualifications, and prepares a List of Eligibles for the hiring unit.
- Equity Administrator contacts department to discuss equity procedures.
- Hiring unit contacts all applicants on the List of Eligibles, schedules interviews; and recommends a finalist. If no finalist is identified, the first list is completed and returned and the Equity Administrator requests a new list.
- Once a finalist is identified, the List is completed and signed; pursuant to the provisions of Chapter 15, a written justification form (see Appendix C) may be required and forwarded to the Equity Administrator, along with the coded, completed List and the AAER for non-exempt hires.
- The AAER, Search Documentation Form, and the completed and signed List must be returned to the Employment Office, prior to appointment in the PHR system.

# Chapter 16 - Temporary Non-Tenured Faculty Appointments (July - June)

The following procedure is designed to assist the unit and the Equity Administrator in monitoring these kinds of appointments. The goal is ultimately to increase the numbers of women and minorities hired in this category.

- ✧ No later than July 1 of each year, each unit will submit to the appropriate Equity Administrator a **Search and Selection Plan for Temporary Non-Tenured Faculty Employees**. A summary list of Temporary Non Faculty appointments made during the previous academic year must also be provided. The summary should list each appointment by title and position and should include the race/ethnicity and sex of each appointee. (See Appendix C for Search and Selection Plan form and Unit Summary form.)
- ✧ The approved plan must be forwarded to the President's office for assignment of a temporary search I.D. number. These numbers will be used for the electronic academic appointment process.
- ✧ Following the approval of the annual plan, the unit may use this approved plan to conduct all searches for Temporary appointments for the year.

# *Chapter 17 - Contingent Category I Appointments*

Contingent I (“C1”) category of employment is a non-regular category of staff employment, with an appointment duration of six months or fewer, regardless of the percentage of time worked, and regardless of whether the work is seasonal or intermittent in nature. This category of appointment was formerly referred to “if-and-when-needed.”

Under Board of Regents policy, units are not required to utilize a competitive recruitment or selection process for employees in this category. However, units should maintain summary data of employees hired in this category, including information as to how C1 employees within the unit are selected.

The contingent category is governed by Board of Regents Policy VII-1.40 “Policy on Contingent Status Employment for Non-Exempt and Exempt Staff Employees” and the companion Administrative Procedure administered at the College Park campus.



# *Appendices*

# Appendix A - Equity Administrators

## Academic Units

Ms. Barbara Duncan  
HR Director

College of Agriculture and Natural Resources  
(301) 405-0044  
bduncan@umd.edu

Ms. Ingrid Farrell  
Assistant Dean  
School of Architecture, Planning and Preservation  
(301) 405-6310  
ifarrell@umd.edu

Ms. Wendy Jacobs  
Associate Dean  
College of Arts and Humanities  
(301) 405-2354  
wajacobs@umd.edu

Ms. Cynthia Hale  
Assistant Dean  
College of Behavioral and Social Sciences  
(301) 405-1684  
chale@bsos.umd.edu

Ms. LaVern Chapman  
Director  
The Robert H. Smith School of Business  
(301) 405-1951  
lchapman@rhsmith.umd.edu

Dr. Ronald Lipsman  
Associate Dean  
College of Computer, Mathematical & Physical Sciences  
(301) 405-2319  
rlipsman@umd.edu

Dr. Martin Johnson  
Associate Dean  
College of Education  
(301) 405-2337  
mljohnso@umd.edu

Dr. Gary Pertmer  
Associate Professor  
A. J. Clark School of Engineering  
(301) 405-5284  
pertmer@eng.umd.edu

Dr. Viki Annand  
Assistant Dean  
College of Health and Human Performance  
(301) 405-2475  
vannand@umd.edu

Ms. Olive Reid  
Assistant Dean  
College of Journalism  
(301) 405-2433  
oreid@jmail.umd.edu

Dr. Diane Barlow  
Associate Dean  
College of Information Studies  
(301) 405-2042  
dbarlow@umd.edu

Ms. Sharon Hodgson  
Director of Administration and College Relations  
College of Life Sciences  
(301) 405-2384  
shodgson@umd.edu

Mr. William Powers  
Executive Dean  
School of Public Policy  
(301) 405-6336  
wpowers@umd.edu

# *Equity Administrators*

## *Administrative Units*

Mr. Paul Brown  
Ex-Officio  
Maryland Fire & Rescue Institute  
(301) 226-9963  
pbrown@mfri.org

Ms. Roberta Coates  
Assistant to the President & Staff Ombudsperson  
(301) 405-5795  
rcoates@umd.edu

Dr. Robert Waters (Chair)  
Associate Vice President for Academic Affairs and  
Special Assistant to the President  
Office of the President  
(301) 405-5793  
rewaters@umd.edu

Dr. Cordell Black  
Associate Provost for Equity & Diversity  
Office of the Senior Vice President for Academic Affairs  
(301) 405-7227  
cblack@umd.edu

Ms. Lee Ellen Harper  
Manager  
OPS-Continuing Education Administration  
(301) 405-2224  
lharper@umd.edu

Ms. Johnnieque Love  
Coordinator, Personnel Programs  
University Libraries  
(301) 405-9048  
jlove1@umd.edu

Mr. James Newton  
Assistant to the Dean  
Undergraduate Studies  
(301) 405-6851  
jnewton@umd.edu

Ms. Gloria Aparicio  
Assistant to the Vice President  
Administrative Affairs  
(301) 405-5643  
gaparicio@umd.edu

Ms. Carolyn Trimble  
Associate Director  
University Human Resources  
(301) 405-5648  
ctrimble@umd.edu

Dr. Javaune Adams-Gaston  
Executive Director, Career Center  
Division of Student Affairs  
(301) 405-7236  
jadams@umd.edu

Ms. Gigi Washington  
Director of Human Resources  
University Relations  
(301) 405-2532  
gwashing@umd.edu

# *Appendix B - Sample Position Announcements*

## Faculty Position

**TITLE:** Assistant Professor, Organic Chemistry. This is a tenure track position.

**POSITION NUMBER:**

**RESPONSIBILITIES:** Teaching both graduate and undergraduate level organic and general chemistry courses, establishing a strong organic research program and fulfilling administrative duties as required by the department and the University.

**QUALIFICATIONS:** Ph.D. in organic chemistry required. Applicants with strong credentials from all areas of organic chemistry including bio-organic, material physical organic, synthetic and organometallic chemistry will be considered. Women and minorities are strongly encouraged to apply.

**SALARY:** Commensurate with experience.

**POSITION AVAILABLE:** August 17, 1993

For full consideration, applicants should submit a vita, letter of application, a short description of future research plans, arrange for three letters of reference to be sent by October 15, 1993 to:

Professor Barbara A. Washington  
Department of Chemistry  
The University of Maryland  
College Park, MD 20742

THE UNIVERSITY OF MARYLAND IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER.  
MINORITIES AND WOMEN ARE ENCOURAGED TO APPLY.

OR

THE UNIVERSITY OF MARYLAND, COLLEGE PARK, ACTIVELY SUBSCRIBES TO A POLICY OF EQUAL EMPLOYMENT OPPORTUNITY, AND WILL NOT DISCRIMINATE AGAINST ANY EMPLOYEE OR APPLICANT BECAUSE OF RACE, AGE, GENDER, COLOR, SEXUAL ORIENTATION, PHYSICAL OR MENTAL DISABILITY, RELIGION, NATIONAL ORIGIN, OR POLITICAL AFFILIATION. MINORITIES AND WOMEN ARE ENCOURAGED TO APPLY.

# Sample Position Announcements

Exempt Staff Position  
COORDINATOR OF STAFF RELATIONS  
Department of University Human Resources  
(Position # \_\_\_\_\_)

The University of Maryland is the flagship campus of the State of Maryland, and is one of the nation's premier public research universities. Founded in 1856, the University of Maryland is strategically located nine miles from Washington, D.C., and 30 miles from Baltimore. Our diverse community includes approximately 4,000 regular staff and 1,500 contingent (non-regular) staff.

CATEGORY OF EMPLOYMENT: Exempt Staff, (full-time, 12-month appointment)

DESCRIPTION OF DUTIES: As a member of the Office of Staff Relations, the Coordinator will serve as a resource to campus administrators, managers, supervisors, and other employees on a myriad of non-faculty employee relations matters. This includes the following essential duties:

- Administration of university policies/procedures and three collective bargaining agreements;
- Providing advice and guidance to management on disciplinary matters;
- Grievance process management, including full preparation of cases and representation of the University at hearings;
- Assistance with workplace conflict issues;
- Development and delivery of training on staff relations matters; and,
- Working with OSR management and staff to develop, implement, and administer programs and activities to foster positive employer/employee relations at the university in support of the University's mission.

QUALIFICATIONS: A bachelor's degree is required, with 4-5 years of progressively responsible, applicable experience. Also required: effective verbal and written communication skills; a demonstrable knowledge of management-labor relations; ability to apply a broad set of statutes, regulations, and policies to complex workplace circumstances; in-depth knowledge of the applicable employment laws and regulations (FMLA, ADA, ADEA, etc.); ability to effectively represent the University in Grievances brought by employees; ability to make effective and persuasive presentations on complex topics to varied groups or individuals; ability to research information and analyze/synthesize complex data and information to create reports and presentations. Spanish proficiency is desired but not required as a minimum qualification.

COMPENSATION: \$50,000-\$55,000, commensurate with experience. The University of Maryland offers a comprehensive benefits package, including generous paid leave and tuition remission.

TO APPLY: For best consideration, please send a letter of interest, resume or curriculum vitae, and the names and telephone numbers of three professional references by August 22, 2005 to:

Search Committee Chair, Staff Relations Coordinator  
University Human Resources  
3100 Chesapeake Building  
College Park, MD 20742

The University of Maryland is an Affirmative Action, Equal Opportunity Employer. Women and Minorities are encouraged to apply.

OR

The University of Maryland actively subscribes to a policy of equal employment opportunity, and will not discriminate against any employee or applicant because of race, age, gender, color, sexual orientation, physical or mental disability, religion, national origin, or political affiliation. Minorities and women are encouraged to apply.

# *Appendix C - Forms*

## **Regular Appointments:**

Search and Selection Plan  
Affirmative Action Employment Report (AAER)  
Equal Employment Opportunity (EEO)  
Equal Employment Opportunity Information Request Card  
Personnel Requisition (Request for List of Eligibles)  
Non-Exempt Position Justification Form

## **Temporary Appointments:**

Search and Selection Plan for Temporary Non-Tenured Faculty  
Year-End Summary of Temporary Non-Tenured Faculty and (July - June)

**The University of Maryland, College Park**  
**Search and Selection Plan for Tenured, Tenure-Track and Exempt Staff Appointments**

---

Major Unit/Department: \_\_\_\_\_

Title of Position: \_\_\_\_\_ Position Number: \_\_\_\_\_ Date \_\_\_\_\_

Search Committee Chair: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Search Coordinator: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Supervisor (Hiring Official): \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Regular Search     Contingent II    Position Type:  Exempt     Faculty

1. Please briefly list all channels through which the vacancy will be announced. These may include publications, professional conferences, other colleges and universities, prominent members of the discipline, and personal contacts.

- a. Newspapers and Web sites
- b. Journals
- c. Professional Conferences
- d. Attach list of Universities and/or agencies to be contacted
- e. Attach list of prominent members of discipline to be contacted
- f. Attach list of other personal contacts

**The University of Maryland, College Park**  
**Search and Selection Plan for Tenured, Tenure-Track and Exempt Staff Appointments (Cont)**

---

2. What specific efforts will be made to attract minority and female candidates?
3. A description of the Committee screening and selection procedures. This should include the committee policy on quorum, voting procedures, and criteria to be used in judging applicants.

a. Membership of Search Committee:

Name	Sex	Race/Ethnicity
------	-----	----------------

b. Quorum Policy (Simple Majority):

c. Voting Procedures:

d. Criteria to be used in judging applicants:

APPROVALS:

---

Signature of Search Committee Chair	Date
-------------------------------------	------

Recommendation for Approval		
	Equity Administrator	Date

---

Department Head/Authorizing Official	Date
--------------------------------------	------

\*\* Position Announcement must accompany this form.\*\*



Search Number

Position Number

**The University of Maryland, College Park  
Affirmative Action Employment Report (AAER)**

**Please Type or Print Information**

College/Division: \_\_\_\_\_ Department: \_\_\_\_\_

Title of Position: \_\_\_\_\_ Anticipated Hire Date: \_\_\_\_\_

Regular Search     Contingent II                      Position Type:  Exempt     Faculty

Search Committee Chair: \_\_\_\_\_ Telephone: \_\_\_\_\_

Please provide the following information on the final candidate(s) to be forwarded to authorizing official(s) and for the persons interviewed, but not recommended for the appointment. Refer to codes on the other side of form.

**List all candidates interviewed, but not recommended for the appointment**

Name of Applicant (Last, First, M.)	Date Received Application mmyy	Dates Interviewed		Race	Gender	Self-declared Disability	Veteran Status	Citizenship	Highest Degree Earned	Date of Degree Year	Factor Affecting Employment Decision	Employment Action
		First/Second	mmyy / mmyy									
I1												
I2												
I3												
I4												
I5												
I6												
I7												
I8												

**Search Committee's Recommendation for Final Candidates/To Be Completed by Hiring Official**

F1												
F2												
F3												
F4												
F5												
F6												

**Attach copies of the Search Committee's minutes and resume of the individual/s to hire to this form**

**Signed:** Search Committee Chairperson: \_\_\_\_\_ Date: \_\_\_\_\_

**Approval:** Department Head/Authorizing Official: \_\_\_\_\_ Date: \_\_\_\_\_

**Recommendation:** Unit Equity Administrator: \_\_\_\_\_ Date: \_\_\_\_\_

**Approval:** Major Unit Head (Dean/VP or President): \_\_\_\_\_ Date: \_\_\_\_\_

## The University of Maryland, College Park Affirmative Action Employment Report (AAER) Codes

---

Please mark only one code for each item for each candidate.  
Dates should be entered in the form: month year (mmyy);  
eg: August 2000 should be entered as 0800

Race:           1 = American Indian, Alaskan Native, Native Hawaiian  
                  2 = Black, African American  
                  3 = Asian, Asian American, Pacific Islander, Desi  
                  4 = Hispanic, Latina(o)  
                  5 = White, European American, Caucasian  
                  6 = Unknown                   7 = Not Reported

Gender:        1 = Male                               2 = Female

Disability:   00 = None                               01 = Disabled Veteran  
                  02 = Hearing                           03 = Speech  
                  04 = Vision                               05 = Orthopedic  
                  06 = Learning Disability   99 = Other

Highest Degree Earned:  
                  00 = None                               01 = Doctorate  
                  02 = Professional               03 = Master's  
                  04 = Bachelor's                 05 = Associate's

Citizenship: 1 = U.S. Citizen  
                  2 = Non U.S. Citizen/Permanent Resident  
                  3 = Non U.S. Citizen/Temporary Resident

Veteran Status:  
                  00 = Non-Veteran               01 = Vietnam Veteran  
                  02 = Other Veteran

**Authorizing Official Action** (to be completed by hiring official)  
**Factor Affecting Employment Decision**  
For those recommended as finalists:

These candidates recommended as finalists may possess all the factors listed below, however please enter the code for the **primary** factor that distinguishes each candidate not offered the position from the candidate(s) chosen. Also, please list the code for the employment action for each of the finalists.

01 = Recommendations  
02 = Teaching experience/style  
03 = Administrative experience  
04 = Research experience  
05 = Publications  
06 = Interpersonal skills  
07 = Interview performance  
08 = Job related experience  
09 = Job skills  
10 = Withdrew

Employment Action:  
01 = Would like to offer  
02 = Candidate declined offer  
03 = Final candidate offered position  
04 = Failed search (close search)

White - Major Unit Head  
Canary - Chair of Search Committee  
Pink - Authorizing Official  
Gold - President's Office (\*Attach minutes to this form)

### Search Committee Action

(to be completed by search committee chairperson)

### Factor Affecting Employment Decision

For those interviewed, but not recommended for the appointment:  
The candidates interviewed may possess all the factors listed below, however, please enter the code for the **primary** factor that distinguishes each candidate not recommended from the candidates who are recommended as finalists.

01 = Recommendations  
02 = Teaching experience/style  
03 = Administrative experience  
04 = Research experience  
05 = Publications  
06 = Interpersonal skills  
07 = Interview performance  
08 = Job related experience  
09 = Job skills  
10 = Withdrew





**The University of Maryland, College Park**  
**Personnel Requisition: Request For List Of Eligibles (Non-Exempt)**

---

*University Human Resources*

- Regular
- Contingent 2
- Contingent 1

From: \_\_\_\_\_  

Hiring Unit	Dept. Code	Unit Code	Budgeted FRS Acct.	Date
-------------	------------	-----------	--------------------	------

To: UHR-Office of Employment Services, 1104 Chesapeake Building, (301) 405-5679  
Please refer to this department a List of Eligible Candidates for the following permanent position:  full-time  part-time ( %)

Job Title \_\_\_\_\_ Title Code \_\_\_\_\_ Position Number \_\_\_\_\_

Former Incumbent \_\_\_\_\_

Reason for Leaving  Promoted  Transferred  Resigned  Retirement  Other (specify) \_\_\_\_\_

\*SPECIAL ABILITIES OR EXPERIENCE DESIRED (IN ADDITION TO THE MINIMUM QUALIFICATIONS STIPULATED IN THE USM JOB CLASS SPECIFICATION):

NOTE: REQUESTS TO FILL SECRETARIAL/CLERICAL AND TECHNICAL/PARA-PROFESSIONAL POSITIONS NO LONGER REQUIRE THE APPROVAL OF THE MAJOR UNIT HEAD; HOWEVER, THE EQUITY ADMINISTRATOR MAY REQUIRE REVIEW OF NON-EXEMPT PERSONNEL REQUISITIONS

\_\_\_\_\_  
Name of Appointing Official (please print) Name of Equity Administrator (please print)

\_\_\_\_\_  
Signature of Appointing Official Date Signature of Equity Administrator

Affirmative Action Goals:  Yes  No \_\_\_\_\_ Number of Candidates  
Campus Address \_\_\_\_\_ Extension

Primary Contact Person: \_\_\_\_\_ Telephone Number \_\_\_\_\_

Rev. 9/2006

**The University of Maryland, College Park**  
**Non-Exempt Justification Form**

---

Appointing officials are required to provide search documentation for all full-time regular non-exempt hires when a minority or female candidate is not recommended for hire. If applicable, this form should be completed and forwarded to the Equity Administrator.

- A. Compare the candidates' relative qualifications for the position.
  
- B. Explain the efforts to contact applicants on the List of Eligibles who were not interviewed.
  
- C. Explain why the recommended candidate best meets the needs of the position. Please refer to the job duties involved and the qualifications that make the recommended candidate superior to other candidates. For example, reference may be made to recommendations, level of clerical experience, clerical skills, interpersonal skills, interview performance, administrative skills, etc.
  
- D. Other comments.

Authorizing Official:

---

Signature and Date

Equity Administrator Recommendation:     Yes    No

---

Signature and Date

Major Unit Head Recommendation:     Yes    No

---

Signature and Date

**The University of Maryland, College Park**  
**Search and Selection Plan for Temporary Non-Tenured Faculty Appointments (June-July)**

---

(Complete one form for each Department/College)

---

Unit

---

Position to be filled: (list by title)

Please answer the following questions for the job title you have listed above, e.g. Instructor, Faculty Research Associate, etc. Use additional sheets if necessary.

a. Newspapers, newsletters, journals and web sites:

b. Universities and/or agencies to be contacted:

c. Personal contacts:

d. Describe special efforts to attract minority and female candidates:





**The University of Maryland, College Park**  
**Year-End Summary of Temporary Non-Tenured Faculty**

---

Please list the temporary appointments, by title of position, made during the previous academic year. Information concerning the race/ethnicity and sex of each temporary appointee must be included.

Position Title	Name of Person Hired	Sex	Race/Ethnicity
----------------	----------------------	-----	----------------

---

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_

Unit Department Head: \_\_\_\_\_ Date: \_\_\_\_\_  
(Deans/VP or President)

# *Notes*

# *Notes*



Office of the President  
1112 Cole Field House  
College Park, MD 20742  
301.405.5801 phone  
301.405.0806 fax  
[www.president.umd.edu/EqCo](http://www.president.umd.edu/EqCo)

Office of the Senior Vice President for Academic Affairs and Provost  
1119 Main Administration Building  
College Park, MD 20742  
301.405.5793 phone  
301.314.9560 fax  
[www.provost.umd.edu](http://www.provost.umd.edu)