

**SOUTHERN CONNECTICUT
STATE UNIVERSITY**

Search Procedural Guidelines

Faculty

Southern Connecticut State University is an
Affirmative Action/Equal Employment Opportunity Institution

TABLE OF CONTENTS

Appendices	
Introduction	
I. Roles and Responsibilities	
The President.....	
Office of Diversity and Equity	
Office of Human Resources	
Department Chairperson.....	
Search Committee Chair/Search Committee	
The Appropriate Dean.....	
II. Requests for Tenure-Track Faculty	
III. Search Plan.....	
IV. Position Announcements.....	
Minimum and Preferred Qualifications	
V. Applicant Evaluation Criteria Grid.....	
VI. Applicant Evaluation Process	
VII. Interview Process	
VIII. Making the Selection	
Search Report.....	
IX. Pre-Offer Consultation between Dean and Provost.....	
X. The Job Offer.....	

APPENDICES

Appendix A	Personnel Change Request Form
Appendix B	Search Plan Form
Appendix C	Standard Format for Position Announcements
Appendix D	Affirmative Action Response Card
Appendix E	Guide to Effective Interviewing
Appendix F	Sample Interview Questions
Appendix G	Restrictions on Interview Questions.....
Appendix H	Search Report Form
Appendix I	Check List.....
Appendix J	Personnel Action Form
Appendix K	Sample Interview Evaluation Forms
Appendix L	Sample Evaluation Criteria Grid.....
Appendix M	Sample Letters.....

INTRODUCTION

The human resources of any organization are its most valuable assets. Fundamental to the development of a high quality faculty is an effective recruitment and selection process. Such a process includes strategies for identifying and attracting a diverse pool of applicants, including people of color, women, and members of other protects or under-represented groups. In view of the fact that many individuals appointed to faculty positions will remain employed by the university for a quarter of a century or longer, it is important that the university make every effort to match candidate skills, knowledge, educational credentials, professional experience, and interests with the current needs and future direction of the department into which they are being hired. Good matches will lead to excellent job performance and continued job satisfaction.

In addition to the fact that state institutions, like Southern Connecticut State University, have a moral and intellectual responsibility to remove discriminatory barriers to equal employment opportunity and upward mobility, Southern has now incorporated its commitment to social justice into its new Mission Statement. Accordingly, all search committees are expected to aggressively strive to recruit and give full consideration to diversity applicants, in an effort to achieve the university's diversity initiatives and to comply with all affirmative action regulations, especially Sections 46a-68-31 through 46a-68-74 of the Connecticut State Statutes, as detailed in the SCSU Affirmative Action Plan.

At Southern Connecticut State University a number of individuals and offices work together as a team to facilitate the recruitment and selection of faculty, administrators, and staff, in accordance with accepted personnel practices and affirmative action requirements. This team activity includes securing appropriate approvals to initiate and carry out the recruitment effort, and the timely sharing of information so that member of the team may fulfill their assigned responsibilities. In the recruitment and hiring of faculty, all of the following play vital roles: 1) department search committees, 2) deans, 3) the Provost and Vice President for Academic Affairs, 4) the Office of Human Resources, 5) the Office of Diversity and Equity, 6) the Vice President for Administration and Finance, and the President. Understanding the roles and responsibilities of the various players can positively impact the quality and timeliness of faculty searches. This document has been written to facilitate and expedite faculty searches.

I. ROLES AND RESPONSIBILITIES

THE PRESIDENT

The President is the only university official with the authority to make an appointment of a tenure-track faculty member. Appointments made are based on recommendations from members of the cabinet.

OFFICE OF DIVERSITY & EQUITY

The Director of the Office of Diversity and Equity (ODE) serves as a resource to individual departments, search committees, deans, and the Provost throughout the various phases of the recruitment and hiring process. Though this list is not exhaustive, some of the specific responsibilities played by this office are the following:

- Ensure compliance with affirmative action regulations and policies
- Participate in Recruitment Workshops for search committees
- Review the composition of the search committees
- Review and approve the content and placement of the position announcement to ensure appropriate language is used to attract a broad and diverse pool of qualified applicants
- Assess the level of diversity of applicant pools prior to interviews and determine if interviews may proceed
- Review and approve interview questions
- Review and approve reference check questions and
- Maintain the final search file, which includes at least the following:
 - ✓ Approved Personnel Change Request Form (PCRF)
 - ✓ Approved Search Plan
 - ✓ Position Description
 - ✓ Position Announcement/Advertisement
 - ✓ Reference Check Questions
 - ✓ Interview Questions
 - ✓ Selection Criteria (preliminary and final grids)
 - ✓ Search Committee and Dean Appointment Recommendations
 - ✓ Approved Personnel Action Form (PAF)

The Office of Diversity and Equity will attend as necessary any search committee meetings, interviews, forums, and request to review vitas of candidates prior to the final selection. The Office of Diversity and Equity has the responsibility of monitoring the entire recruitment and appointment process to ensure that the procedures and practices followed are applied fairly and equitably for all applicants.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources reviews all appointments for compliance with university, state, and federal laws. In addition, Human Resources conducts background checks to verify degree completion, criminal records, or other historical experiences that would make a candidate unfit for employment in a university setting. Furthermore, Human Resources consults with the Provost on establishing the appropriate salary for new appointments and generates the appointment letter to be signed by the President.

DEPARTMENT CHAIRPERSON/LIBRARY SPOKESPERSON (HEREAFTER REFERRED TO AS “CHAIR”)

The Chair is usually the first person to learn of an anticipated vacancy due to retirement, resignation, long-term illness, or death. If, after consultation with the dean or Director of the Library (hereafter referred to as the “Dean”), it is determined that a position needs to be filled, the Dean and Provost meet to discuss the position and obtain initial approval from the President to initiate a search. The Chair will be notified from the dean of the approval and then submits electronically a Personnel Change Request Form (PCRF – see Appendix A) to the Provost. The Chair and Dean meet to discuss both the composition of a search committee and a committee chair. If the Chair does not serve on the search committee, the Chair may provide the Dean with an independent assessment of the applicant pool and final candidates.

SEARCH COMMITTEE CHAIR

Search committee chairpersons should have recruitment experience. It is the responsibility of the appropriate Dean to be sure that the search committee chairperson is familiar with the university’s search procedures as delineated in this Faculty Search Procedures document. Questions about the procedures may be directed to the Office of Diversity and Equity.

The search committee chairperson is responsible for the following:

- Ensures that the Search Committee’s charge is carried out.
- Ensures that Search Committee discussions are open and that every Search Committee member has an opportunity to voice his/her opinion.
- Bring about consensus among the committee members.
- Documents all of the Committee’s decisions, and records those decisions in the meeting minutes. Internal discussions or procedural matters should not be recorded.
- Ensures that procedures are followed and that all necessary forms are completed and processed in a timely fashion.
- Keeps the Dean informed of the Search Committee’s progress.
- Corresponds with all candidates on behalf of the Search Committee.
- Retains the applications and all search documents (i.e. notes, emails, etc.) of all applicants for a period of two (2) years
- Ensures acknowledgement letter with the link to the Affirmative Action Response Form is sent to all applicants within seven days of receipt of application (Appendix D)

SEARCH COMMITTEE AND COMMITTEE CHAIR

Search Committee members are selected to serve based on their experience and/or knowledge of the position being filled. For most positions, three or four members for a Search Committee are appropriate. Search Committee members should:

- Include individuals with different backgrounds, perspectives, and expertise
- Include individuals with knowledge of the substantive area and the technical expertise to effectively evaluate candidates’ qualifications
- Represent a diverse cross section of the University population, including members with a demonstrated commitment to diversity.

Search committees should be as diverse as possible in order to be able to view applicants through a variety of lenses. Departments which have difficulty constituting a diverse committee from within the department are encouraged to seek diversity representation from other departments/programs that have natural affiliations with the recruiting departments. For

instance, the chemistry department might seek diversity members from science education, mathematics, or physics. The Office of Diversity and Equity might also have suggestions.

In no case may a candidate be a member of the committee that determines *the application requirements and qualifications*, or of the committee screening for the position for which she or he is applying. A committee member may resign to become a candidate before the committee has embarked upon its deliberations without creating insurmountable difficulties. If a member becomes a candidate after the screening and selection process had begun, both the committee and the candidacy of the member is compromised. In this case, the committee should contact the Office of Diversity & Equity for advice before proceeding with the search. The committee's search report should document the circumstances and decision in any case in which a committee member became a candidate.

Should an applicant for any position be related or have a significant relationship i.e., domestic partner, with any member of the search committee, the search committee member must disclose that fact and remove themselves from the recruitment process. This action is in accordance with the CSU Policy on Nepotism. Absent such action, the search will be deemed to have failed.

In the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must notify the search chair and the committee of the nature of the relationship; If the search committee member feels that he/she is unable to perform an objective and equitable review of all candidate he/she should recuse him/herself from the evaluation and interview of only the known applicant, with the agreement of the search chair and Dean. Any questions regarding specific conflict situations should be directed to ODE for further guidance.

The search committee chairperson and the other search committee members are responsible for the following:

- Establishing and executing the Search Plan (Appendix B)
- Drafting a Position Description and Position Announcement, using established format (Appendix C)
- Recruiting and networking with colleagues and professional organizations
- Determining selection criteria based on position requirements
- Reviewing and evaluating application materials
- Presenting initial assessment of applicant pool to appropriate Dean and ODE
- Setting up interview schedules and itineraries for three (3) to five (5) finalist
- Recommending to appropriate Dean at least three (3) finalists, with written strengths and weaknesses for each
- Completing Search Report for all applicants except the finalists recommended to the appropriate Dean

Confidentiality

All search committee members are bound by the principles of **CONFIDENTIALITY**. Confidentiality must be exercised throughout the search process, from identification of applicants, to screening, interviewing, reference checks, and recommendations for appointment to the appropriate Dean. Search committee members may be asked to sign a statement of confidentiality. However, even in the absence of such a document, committee members are

required to keep all aspects of the search in confidence. Any member of the search committee who violates confidentiality will (may) ? be disciplined.

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the candidates and to preserve the integrity of the search process. It is each committee member's responsibility not to discuss any details of the search with non-committee members. All public comments should be made exclusively by the search chair, in consultation with the Dean.

Freedom of Information Requests

Written and electronic documentation pertaining to any given search may be subject to public record requests (Freedom of Information Act – FOIA) by candidates or other individuals. Requests may encompass committee member notes and e-mails. It is important to be mindful of the possibility of FOIA requests during the search process. Inquiries related to FOIA by candidates or committee members should be directed to the

Maintaining Search files/records

The Search Chair must maintain clean originals of all application materials and there should be no markings or notes written on the originals. Other Search Committee members should receive paper or electronic copies of all materials.

In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of two (2) years. The master file containing all of the application materials from all candidates must be maintained by the Search Chair. The Office of Diversity & Equity will retain all search forms.

Failed Searches

Failed searches must be documented and submitted in writing to the Provost, to the Human Resources Office and to the Office of Diversity & Equity.

THE RESPECTIVE DEAN

Academic deans and the director of the library are pivotal to the faculty recruitment process. It is the appropriate Dean who is responsible for the quality, character, and expertise of the faculty in the school or library. The appropriate Deans are responsible for the following:

- Seeking authorization to search from the Provost
- Providing initial guidance on and approval of the Search Plan
- Reviewing and giving initial approval of Position Descriptions and Position Announcements
- Partnering with faculty throughout the recruitment and interviewing process
- Discussing finalists with the search committee, in an effort to come to agreement on the best candidates for the position
- Filling out the Search Report for the finalists, providing justification for the final appointment recommendation and
- Completing and submitting the Personnel Action Form (PAF), seeking authorization to appoint

Although faculty actively recruit their colleagues, screen applicant pools, interview candidates, and make recommendations to the appropriate Dean, it is the Dean, in consultation with the

Provost, who determines who should be hired from the applicant pool. The Dean is charged with contacting the top candidate to discuss the conditions under which the candidate would accept an offer from the university. Those terms, then, are recommended to the Provost, who, in turn, consults with the appropriate offices to resolve any perceived procedural errors or to provide additional information. To finalize the process, the appropriate Dean fills out the Search Report for the finalists, providing justification for the final appointment recommendation. It is also the responsibility of the appropriate Dean to assist the search committee in completing and submitting necessary paperwork and retaining all of the applications, including the applications of those who were screened out early in the process, for a period of two (2) years.

II. REQUESTS FOR TENURE-TRACK FACULTY

Under normal circumstances, requests for authorization to recruit tenure-track faculty are reviewed during the Spring Semester of each academic year. Authorization to refill a position that becomes vacant as a consequence of a retirement, resignation, or death is fairly routinely granted, unless the institution is in a period of fiscal exigency or if the unit is undergoing significant reorganization. Completely new positions, on the other hand, are dependent on the known availability of resources from the Connecticut State Legislature, the Connecticut Board of Regents for Higher Education, or endowments, and strong programmatic justification. Because requests for all tenure-track positions require review at a number of levels, every effort should be made to submit the necessary documents by no later than April 15 for an appointment to be made in the Fall of the subsequent calendar year.

The primary document that initiates the request for authorization to recruit a tenure-track faculty member is the Personnel Change Request Form (PCRF). As indicated earlier, this form is submitted by the appropriate Department chair, after consultation between the Dean and the Provost. This form is online and should be submitted electronically.

Once the final PCRF authorization is received from the President, the Dean works with the department chair or search committee chair to prepare a package of documents for the Office of Diversity and Equity and the Office of Human Resources. The package consists of the following items:

- Approved PCRF (clearly indicating the position incumbent)
- Position Description
- Position Announcement (abbreviated versions to be placed in major higher education publications)
- Search Plan (approved by Dean and Provost)

The Office of Human Resources, in consultation with the Office of the Provost, will submit a box ad to publications such as the Chronicle of Higher Education, Diverse Issues, and Hispanic Outlook and others that are deemed appropriate. Departments are encouraged to submit ads, through Human Resources, for the major professional publications in their respective disciplines and to those publications that target diversity populations.

III. SEARCH PLAN

The primary purpose of the Search Plan is to ensure that a valid search committee has been selected, with an identified chairperson, that the recruitment methodology to be employed will attract the highest quality and most diverse pool of applicants possible, and that the anticipated resources needed to conduct the search are known in advance of the actual search. The Office of

Diversity and Equity or the Office of Human Resources may recommend revisions to the position announcement, the search plan, or both.

Completing the Affirmative Action Search Plan

- The Affirmative Action Search Plan must be completed and approved before the search can proceed.
- The names of all Search Committee members, including their race/ethnicity and gender, must be included on the form.
- The Search Plan should outline the University's strategies for recruiting a diverse pool of candidates. Along with the traditional recruitment sources, the Search Committee should identify additional methods of recruitment, such as attendance at conferences, depending on the particular position.
- The Office of Human Resources and Office of Diversity and Equity staff work with the Search Committee Chair to ensure that all advertising sources identified on the Search Plan are utilized. HR places all ads.
- Funding for advertisements in the major publications (i.e. Chronicle of Higher ed. Diverse issues, and Hispanic Outlook, is covered by the Academic Affairs office. Departments are generally responsible for funding additional advertisements.
- In addition to the SCSU's website, the faculty ads are also automatically placed on Diversejobs.net and higheredjobs.com.

IV. POSITION ANNOUNCEMENTS

A draft job announcement must be attached to the search plan. The job announcement must include the basic minimum qualifications, preferred qualifications and date when applications must be submitted for full consideration. The position announcement should also read "position will remain open until filled". The chair of the search committee will work with academic affairs for submission of the posting to Human Resources for publication on the internal web page and the major sources (Chronicle of Higher Ed, Diverse Issues, and Hispanic Outlook). Public Affairs should be contacted when using marketing information in the announcement to ensure current and accurate data. Search committee chairs must work directly with HR on posting the position announcement in additional publications.

All position announcements must follow the same format and include the same level of detail. These announcements will be abstracted for box ads periodicals such as (in) the Chronicle of Higher Education, Diverse Issues, and Hispanic Outlook, with directions to go to the university web site for full announcements. Disciplinary publications may request that information be formatted differently. In such cases, it is essential that all ads be consistent with each other. The ad in a professional newsletter cannot state that the rank of the position being advertised is "open rank," while the ad in the Chronicle states that the rank is "Assistant Professor."

Minimum and Preferred Qualifications

It is essential that search committee members and the appropriate Dean agree on what constitutes "minimum qualifications." Minimum qualifications are those required to perform the job effectively. "Preferred qualifications," on the other hand, may be desirable or highly desirable, but not essential. This latter set of qualifications may be used to further screen a larger group of applicants, all of whom meet the minimum requirements. Search committees for tenure-track faculty positions are cautioned not to be too liberal or too strict with respect to certain qualifications.

While a committee may not want to consider any applicant without an earned doctorate degree, not stating that ABD candidates will be considered under certain circumstances may prevent the department from being able to hire a brilliant teacher/scholar who has simply not defended the dissertation yet. Similarly, while a committee may prefer to hire candidates with no less than three (3) years of full-time university teaching experience, if this qualification is stated as a minimum requirement, the department may prevent the appointment of another brilliant teacher/scholar who has been teaching at the university level for only one (1) year, but has been in a post-doctoral appointment at a highly respected research institute for two (2) years and would bring a wealth of exciting, cutting-edge research into the classroom. Finding the right balance is very important.

V. APPLICANT EVALUATION CRITERIA

Committee members may only use the published minimum and preferred qualifications for the position in evaluating application materials. Members should discuss and agree on the criteria to be used in evaluating each qualification prior to reviewing application materials. All applicants must be objectively screened against the same criteria. An applicant criteria grid is a useful tool in objectively assessing applicants' qualifications. Matrices can be as simple or complex as the committee members deem necessary to effectively evaluate the applicants. Before the actual evaluation process begins, a copy of the evaluation criteria grid should be sent to the Dean and ODE director for approval,

The criterion by which each candidate is to be evaluated must be job-related. Therefore, every decision that a Search Committee member makes regarding an applicant's suitability, must be made on the basis of the identified abilities, skills, knowledge, and experience (ASKE) required to perform the job in question.

The evaluation criteria should normally consist of three (3) to five (5) factors which together make up the abilities, knowledge, skills and experience necessary for successful job performance. Each factor should be weighted based on the relative importance of the identified knowledge, skills and abilities.

VI. EVALUATING APPLICATIONS

Utilizing the approved criteria, search committee members should review each candidate's application materials thoroughly. This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Search Committee members are familiar with the candidate, the scoring should be based on the credentials submitted, **not personal knowledge of the candidate.**

Applicant Evaluation (Sample Process)

The evaluation should begin with a "warm up" session where each Committee member independently rates a small number of CVs/resumes and application material, and then compares their ratings with the others. Wide discrepancies are discussed, as well as any difficulties experienced in using the procedure, evaluation criteria, etc. Adjustments may be made as appropriate. After completing this stage, Committee members may rate the remaining resumes independently. All resumes must be reviewed on a factor-by-factor basis. Ideally, all resumes should be reviewed against Factor A, then all against Factor B, etc.

Each factor (e.g. skill, knowledge, or experience) is to be assigned a value from zero (0) to five (5) on the basis of the following rating scale:

Examples:

- (5) High Pass: Applicant's experience and training indicates that s/he clearly possesses the factor at or above the level required for top performance on the job. Candidate's description indicates deep or broad experience and/or training across all areas of the factor.
- (3) Pass: Applicant's experience and training indicates that s/he possesses the factor at a level which is satisfactory for the job. Candidate's description shows experience and/or training covering the important areas of the factor.
- (1) Low Pass: Applicant's experience and training indicates that s/he possesses the factor at a level which is minimally acceptable for the job. Candidate's description shows experience and/or training which adequately covers the most important aspect of the factor.
- (0) No Pass: Applicant's experience and training are below that which would be considered qualifying for this factor. Candidate's background clearly falls below minimum acceptable standards for the job. Applicant's description reveals serious deficiencies in experience and/or training in important areas of the factor, or across the breadth of the factor. A rating of zero (0) in a key factor may disqualify a candidate from further consideration.

While rating the candidates, remember these important things:

Avoid the "Halo" Effect – It is not unusual for a candidate to do well on one factor and poorly on the next. Be careful not to rate a candidate higher or lower on a specific factor based on your impression of their overall qualifications. Keep in mind that simply because an individual has a high level of technical competence, we cannot assume that they have excellent supervisory skills as well.

Avoid Sole Reliance on Crude Indicators of Past Achievements – Such as grades, degrees, job titles, years of experience, and salary progress, to name a few. Such indices when taken in isolation, are minimally useful levels of achievement and accomplishment at best. For example, jobs with the same or similar titles can have quite dissimilar job duties and demands from one organization to another and even within the same organization over time.

Upon concluding the application review process, the Search Committee Chair is to present to the Provost/Dean a list of finalists to be interviewed and a list of proposed questions for the interview process. Copies must be forwarded to the ODE for approval. In addition, page 2-3 of the search report should be completed for all remaining applicants and be forwarded to ODE.

To generate the list of finalists Committee members should determine the number of candidates they wish to invite for interviews. While in committee, each member should forward the names of an agreed number of candidates who received the highest individual ratings. Those candidates who have been commonly rated highest by the Committee as a whole shall emerge as the finalists. The Search Committee Chairperson must document the Committee's good faith effort in cases where they have failed to select a diverse pool of candidates as a finalist.

VII. INTERVIEW PROCESS

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of SCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

It is important for search committees to spend time developing the interview questions so that the questions do not simply elicit information that has already been presented to the committee in the form of a Curriculum Vitae. Appropriately formulated questions require as much thoughtfulness and skill as responding appropriately to the question. All interview questions must be strictly job related. What does the committee want to know about the interviewee's teaching style, depth of analysis of important issues in the field, the future direction of the interviewee's scholarly/creative activity, or how the interviewee has faced the challenge of teaching freshman students? It is then the committee's responsibility to figure how to get at these insights. (See Appendices E, F, and G.)

Interview Questions

- Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions.
- The Search Committee should agree ahead of time on the weight to be given to each question asked. (See Appendix F for a sample list of appropriate interview questions)
- When in doubt, DO NOT ask the question.
- All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
- Don't allow candidates to offer information that is not job-related that could influence the Search Committee's objective evaluation of each candidate. If the candidate shares personal information with you that you don't want to know, gently stop them from continuing and change the subject.
- Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
 - ✓ Questions focusing on the following topics could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Medical history
 - ✓ Number of children or child care arrangements(See Appendix G for a sample list of illegal interview questions)
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where he/she lives or went to school, special interests, or hobbies.

Scheduling interviews

The Search Committee Chair is responsible for arranging for candidate interviews.

- Every effort should be made to schedule interviews when all members of the Search Committee are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- If the position is one of campus-wide interest, the Search Chair may need to schedule other campus interviews, such as;
 - ✓ Open Forums
 - ✓ Meetings with the President or Executive Committee
 - ✓ Meetings with interested constituency groups

This requires coordinating schedules, arranging for rooms, and publicizing the schedule.

- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during phone or campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating).
- Once interviews are scheduled, confirm interview details with each candidate in writing, including:
 - ✓ Date and time of interview;
 - ✓ Locations and room number(s) where the interview(s) will be held;
 - ✓ Any materials or information the candidate should bring with them to the interview;
 - ✓ Names and titles of Search Committee members;
 - ✓ Directions to campus, map, and parking instructions; and,
 - ✓ Name of a contact person(s) and his/her phone number

Checking References

- Prior to extending an invitation for on-campus interviews, the Search Committee should check references for all candidates who have been selected as Finalists.
- You do not have to check references for everyone that you interviewed on the telephone – check only those candidates who you plan to invite to campus.
- Tell the candidates during the telephone interviews that you will be checking references prior to deciding who to invite to campus. Ask the candidates if there are any listed references who they do not want you to contact at this stage.
- The Search Committee members should decide if there are specific questions that they wish to ask of the references. If so, all references should be asked those same questions.
- Remember, it is not recommended that you check candidates through a search on the Internet or social networking sites. But if you do, make sure that you are using lawful, verified information.
- A designated member of the Search Committee (usually the Chair) should call the references. If necessary, the references checks can be split up between all committee members.

Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.

VIII. MAKING THE SELECTION

After all the interviews have been completed, the Search Committee meets to discuss the candidates. At this time, any additional materials requested or supplied by the candidates during the interview process should be discussed. All members of the Search Committee should be given an opportunity to express their views. Committee members who miss some or all of the interviews should not participate in discussions or provide comments on the interviews they attended. The Search Committee may have received feedback from other members of department or the campus community who met the candidate during the campus visit. This is the time to consider the feedback from others.

The Search Committee should reach a consensus on which Finalists will be recommended to the Dean. The committee's recommendation is an unranked list with an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position.

Completing the Final Search Report

The Search Report is to be completed in two phases: 1) search committee chair completes the report on all applicants except those selected for on-campus interviews and 2) the appropriate Dean completes the report for the finalists in the search, documenting clearly the dean's rationale for selecting one over the others. The appropriate Dean must document the justification for the selection of the finalist. The final search report and supporting documentation should be forwarded to the Office of Diversity and Equity programs.

IX. PRE-OFFER CONSULTATION BETWEEN DEAN AND PROVOST

After the interviews of candidates have been completed, the search committee chairperson submits the committee's recommendations to the appropriate Dean. The Dean, then, schedules a meeting with the committee to discuss the finalists and to solicit additional insights from them. The Dean, in turn, schedules a meeting with the Provost to discuss the finalists and to provide justification for the selection and for the terms of appointment the Dean would like to discuss with the candidate whom the Dean believes to be the best candidate for the position. The Provost may request to see a particular set of the applications for the position. If the Provost concurs with the Dean, the Provost will consult with the Associate Vice President for Human Resources on salary considerations before authorizing the Dean to discuss the possible terms of appointment with the top candidate. Deans must clearly indicate to the candidates that the terms discussed will be forwarded as a recommendation to the President. The Dean is to follow up the telephone conversation with a letter that summarizes the conversation.

If the candidate is willing to accept an appointment under the terms discussed with the appropriate Dean, the Dean then, completes the Personnel Action Form (PAF) and the Search Report for the finalists.

X. THE JOB OFFER

As indicated earlier, only the President has the authority to appoint tenure-track faculty. The appointment comes in the form of an appointment letter that is generated by the Office of Human Resources, based on the information on the PAF (see Appendix J). This is the only official job offer. The appointee has two weeks, 14 calendar days, in which to accept the appointment, by signing and returning one copy of the letter, retaining a second copy for his/her own records.

Making the Offer

- No offer can be made to the recommended candidate until the Search Report has been approved and HR has approved the recommended salary.
- The Dean makes a conditional offer of employment to the recommended candidate. At this time, it is appropriate to discuss a salary offer and a proposed starting date. If the candidate does not accept the salary offer and further salary negotiations are required, the Search Chair should not make any commitments, but should seek guidance from the Dean or Vice President. The Search Committee Chair should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's conditional verbal offer of employment, the Search Chair or Dean must ensure that the candidate receives a Summary of Rights Under Fair Credit Reporting Act and completes the Disclosure & Consent Form
- Candidates that are unsuccessful should be notified of their non-selection as soon as a firm decision has been made about their status, even if the search process is still underway. Finalists not chosen should be notified as soon as possible after an offer has been officially accepted by a higher-ranked finalist. Please sample decline letters.

Background Investigation process

- The Dean should ask the candidate if they are authorized to work in the United States. If they are not, contact the Office for International Education or Human Resources for assistance. Full-time AAUP instructional faculty employed at any rank qualifies for H-1B visa sponsorship by SCSU.
- The Office for International Education will then work directly with the new hire and Department Chair to review the new hire's current immigrant status and explore the feasibility of petitioning for H-1B Specialty Occupations visa status. The process, which involves sequential approvals by multiple SCSU offices and federal agencies, takes a minimum of 90 days to complete and, under most circumstances, employment cannot commence until H-1B status is approved by the U.S. Citizenship and Immigration Service.
- When the background investigation is successfully completed, Human Resources prepares the appropriate appointment letter for the President's signature. If an H-1B is required, a copy of the appointment letter should be sent to the Office for International Education.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends information regarding employment forms, benefits and retirement to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access.
- The new employee is then placed on the payroll.

Feedback to Interviewees

- The search chair should notify the unsuccessful candidates through a personal telephone call and follow up with a letter (see Appendix M). This is the most professional, decent way to communicate this news to those who are anxiously awaiting a decision.
- Sometimes unsuccessful candidates will ask one or more Search Committee members for feedback. Such questions should be referred to the Search Chair.
- The Search Chair should respond to requests for feedback from candidates by being factual. "Someone else was more qualified" is a legitimate, factual response.

APPENDIX A

Southern Connecticut State University

[CLICK HERE TO DOWNLOAD INSTRUCTIONS](#)

Form Name HR_PCRF

Requestor First Name Mildred

Date of Request 24-OCT-2012 10:23:57

Requestor Last Name Hernandez

Effective Date of Appointment
(DD-MON-YYYY)

Position Title

Department

- Division
- ☒ Presidents Office
 - ☐ Finance & Administration
 - ☐ Student & University Affairs
 - ☐ Other
 - ☐ Academic Affairs
 - ☐ Institutional Advancement
 - ☐ Information Technology

Department Chair/Director

Extension of Department Chair/Director

Nature Of Request

- ☒ Refill
- ☐ Establish
- ☐ Reclassify
- ☐ Transfer
- ☐ Other (Explain)
- ☐ Abolish
- ☐ General Change

Full or Part Time

- ☒ Full Time
- ☐ Part Time

Type Of Position

- ☒ Permanent
- ☐ Temporary
- ☐ Emergency
- ☐ 10 Month Faculty
- ☐ 12 Month Faculty
- ☐ Tenure Track
- ☐ Special Appointment

Justification/Remarks

0 of 2000

Is there an impact to health and safety?

- ☐ Yes
- ☒ No

Comments if Yes

Is this PCRF for extra duty pay?

- ☐ Yes
- ☒ No

Enter extra duty pay if yes %

Fund # Org # Program #

Please provide organizational information about your department

Vice President Name or Proxy

VP Assistant Name - Primary

Does this position require signoff by a Dean or an Associate VP?

- ☒ Yes
- ☐ No

Name of Dean or Associate VP (If Yes)

APPENDIX B

OFFICE OF DIVERSITY & EQUITY PROGRAMS

SOUTHERN CONNECTICUT STATE UNIVERSITY

SEARCH NUMBER: _____

SEARCH PLAN

1. JOB DESCRIPTION AND AUTHORIZATION TO START SEARCH (to be completed before starting search)

1.1 **DEPARTMENT:** _____ **Position:** _____

TYPE OF POSITION: _____ Full-time _____ Part-time (%) _____ Permanent
_____ 10-month _____ 12-month _____ Temporary

Salary range to be advertised: _____ Title: _____

1.2 **DUTIES:** State area of specialization and/or special responsibilities.

1.3 **QUALIFICATIONS:** State both minimum requirements and desired characteristics plus any degree and/or experience requirements.

1.4 **CLOSING DATE OF APPLICATIONS:** _____

1.5 **POSITION VACATED BY:** _____ **DATE:** _____ **NEW POSITION:** _____

Target Starting Date _____ **Position Control Number:** _____

Chairperson/Director

Date

Dean

Date

Appropriate Vice President or Designee

Date

Director of Diversity & Equity Programs

Date

Chief Human Resources Officer

Date

DEPARTMENT: _____ POSITION: _____ SEARCH #: 0

1.6 Recruiting/Advertising Sources:

- _____ Advertising: (Please attach sample(s) of all copy)
_____ Campus web page
_____ Newspapers (please identify) _____

_____ Journals
_____ Other (specify): _____

_____ University files of unsolicited applications
_____ Use of special listing services of female and minority candidates
(please attach list of services used, showing method of contact and dates).
_____ Internal promotion
_____ Other sources (specify) _____

<u>Names of Search Committee Members</u>	<u>Title</u>	<u>Race</u>	<u>Gender</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

APPENDIX C

Standard Format for Tenure-Track Faculty Position Announcements

Department:

Rank:

Specialization(s):

Brief Description of Duties/Responsibilities:

(e.g. "Successful candidate will be expected to teach Freshman Composition, an upper-division major course in Contemporary American Literature, and a course in the area of one's specialization. Candidate will have opportunity to collaborate with other faculty who are devoted to scholarship on Ethnic American Literatures and Women's Literature. All faculty share student advising and committee assignments. Candidate will have opportunity to teach graduate courses and have a Graduate Research Assistant.")

Minimum Qualifications:

(Standard Language: "Applicants must be at least ABD. If ABD, candidate must have earned doctorate by April 15, 20XX.)

(e.g. Evidence of ability to teach university level writing effectively. Ability to engage in meaningful scholarship/creative activity, leading to presentations at professional meetings and publications in peer-reviewed journals in the discipline. Demonstrated commitment to teaching and mentoring undergraduate students.

Preferred Qualifications:

(e.g. "Earned Ph.D./Terminal Degree highly desirable. Equivalent of two years experience teaching Freshman Composition. Demonstrated record of scholarship/creative activity. ")

Application Process:

Please submit Letter of Interest, Current Curriculum Vita, Official Graduate Transcripts, and Three Letters of Recommendation to:

Dr. Barry Manilow, Chair, English Department Search Committee,
manilowb@southernct.edu

In order for your application to be given full consideration, all materials must be received by November 10, 20XX. Position will remain open until filled.

Standard Affirmative Action Statement (Language to be determined by Office of Equity and Diversity).

APPENDIX D

AFFIRMATIVE ACTION RESPONSE

To The Applicant:

Thank you for your interest in employment with Southern Connecticut State University. We would appreciate your completing the following information and returning it to the Office of Diversity and Equity Programs at your earliest convenience.

Employment and participation in programs and activities at Southern Connecticut State University are non-discriminatory on the basis of sex, race, color, religion, age, national origin, handicapped status or veteran status. The information you are asked to provide is a result of a federal requirement of the university under Executive order 11246.

This information will be maintained in files in the office of Diversity and Equity Programs.

Position Applied for*

Search Number *

Department *

Last Name *

First Name *

Race *

Gender *

Disabled *

Vietnam Veteran *

Disabled Vietnam
Veteran *

How did you learn about this
position?
*

Submit

APPENDIX E

Ensuring an Effective Interview Process

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of SCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

Phone Interviews

- All candidates in the Finalist pool should receive a phone interview prior to being invited for a campus interview. This gives the Search Committee an opportunity to talk to each candidate, and possibly narrow down the pool to a number that is both economically and logistically feasible for on-campus interviews. The only exception might be in cases where there is a small pool of (local) candidates.
- If possible, arrange for a teleconference to provide for a more interactive format. Contact Information Technology (IT) at XXXX to secure the necessary equipment and arrange for technical assistance if needed.
- Make sure that the seating arrangement for the Search Committee allows for clear communication between those who are asking the questions and the candidate on the other end of the phone. Nothing harms a candidate's opportunity during a phone interview more than scratchy or weak audio.
- Phone interviews are more difficult than in-person interviews because you cannot see the candidate's facial expressions or body language. Phone interviews can feel very impersonal. It is important, therefore, to make the session as productive and friendly as possible.
- Candidates for whom English is not the primary language may be at a disadvantage on the telephone so the Committee should try to make the process and the questions as fair as possible.
- Ideally, an interview is between 45 minutes and an hour long. Be sure to schedule time for the applicant to ask questions at the end.
- The Search Committee Chair should introduce him/herself. Initially, refer to the candidate in a formal manner. Ask the candidate if you can use his/her first name. Example: "Hello, Ms. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you Susan?"
- Introduce each of the members of the Search Committee, or have them introduce themselves.
- Be as clear and concise in a phone interview as possible. Ask one question at a time, and keep the questions brief. Avoid compound questions. Restate questions if needed.
- Ask interviewers to state their names again as they ask questions. (Example: "Hi, Mary, this is Jim Cummings again. I would like to ask.....").
- If the candidate is asked to send materials or respond to written questions at the end of the interview, ensure that the address, fax number and/or e-mail address is clearly stated.

Provide the information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their response(s).

- Allow enough time for the candidate to ask questions of the Search Committee.
- Thank the candidate for his/her time and interest in SCSU and offer some details regarding how the process will proceed.
- After all phone interviews are complete, the committee meets to decide which of the candidates they now want to bring to campus for an in-person interview.

Arranging For On-Campus Interviews

- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that SCSU is their Employer of Choice.
- so that it can be shared with absent committee members.
- Give the candidates the name, phone number, and e-mail of a departmental contact who they can contact with questions about the visit.
- Provide the candidate with a list of search committee members with names, titles, and e-mail addresses.
- If applicable, provide the candidate with a detailed itinerary for the day, including names of persons or groups they will meet, locations, and times.
- If applicable, let the candidate know whether he/she is expected to deliver a lecture, an informal talk, or some other type of presentation.
- If applicable, provide the candidate with information about reimbursement for travel expenses.
- It is very important that all Search Committee members attend all campus interviews, although sometime circumstances occur that make it impossible. In that case, if rescheduling is not an option, ask the candidate if you may record or videotape the session
- Make sure to build in some "down time" for the candidate to relax throughout the day.

Travel arrangements for the candidates: logistics and directions

- Arrival by Plane: If a candidate is arriving by airplane and is not renting a car, make arrangements for him/her to be picked up at the airport. Provide the candidate with the name and telephone number of the person(s) who will meet him/her at the airport.
- Arrival by Car: If a candidate is driving to the university, provide a detailed map and driving instructions, including where to park and how to find the building where the interview will take place. Driving to SCSU can be confusing. The reason most people are late for interviews is that they get lost trying to find the correct entrance and/or parking.
- Hotel Arrangements: If a candidate is staying at a local hotel, provide directions to both the hotel and to SCSU, as well as the website address and phone number for the hotel.
- For more information, see the SCSU Travel Policies and Procedures

Final Confirmation of the Interview

The day before the interview, contact the candidate via phone or e-mail to re-confirm the interview information, including the candidate's preferred contact number for a phone interview. Provide the candidate with the name of the contact person and a phone number.

Sharing information about SCSU

- It is always helpful for a candidate to receive information about SCSU prior to his/her arrival, providing an orientation to the University, its history, and its strategic goals.
- You may wish to direct candidates to the following information on SCSU's website:
 - ✓ SCSU Profile
 - ✓ SCSU Mission Statement
 - ✓ SCSU Strategic Plan
 - ✓ Other materials or information about the specific department

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office staff who are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: "Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Offer information to the candidate to read while they wait. Some ideas of what to share:
 - Information about the university, such as the Annual Report,
 - Publications such as Southern Life, or departmental publications.

Often, looking through information prior to an interview is helpful in reinforcing people's names and highlighting pertinent events that may be a focus during the interview.

- Candidates should be greeted by a Search Committee member and escorted to the interview room.

Conducting the On-Campus Interview

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who is asking the next question.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.
- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing their flight or scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Upon arrival, it is considered a professional courtesy to hand the candidate a folder with his/her name on it containing information about the day such as the interview schedule, names of Search Committee members, etc. This simple touch goes a long way to make the candidate feel welcome and in defining SCSU as an Employer of Choice.
- Have water available for the candidate and provide them with paper and pen to take notes.

- Candidates sometimes bring a copy of their resume or curriculum vita for the Search Committee. If they do, distribute the copies even if you have them already. Always accept the materials. Sometimes candidates will change their C.V. to update their credentials (such as going from “candidate for a PhD” to “PhD” and the date the degree was rendered). In some cases, candidates change their C.V. in areas that may alert you to a problem.
- Let the candidate know that you will be taking notes.
- When asking questions, try to avoid words, phrases, and references that may only be known to SCSU personnel, such as Hoot Loot Card; names of specific locations; and abbreviations common only to SCSU.
- If the interview is long, provide a break to avoid fatigue for both the Search Committee members as well as the candidate.
- Listen! Let the candidate do most of the talking.
- If the candidate is scheduled to meet other people on campus, ensure your portion of the interview process adheres to the scheduled time frames.
- At the conclusion on your session, alert the candidate that it is time to move on to the next part of the process. Offer the candidate an opportunity to use the restroom.
- Escort the candidate to the next interview location and introduce the candidate to the next person or group with whom the meeting is scheduled.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- If you haven’t already done so, let the candidate know that you will be checking the references that were supplied as part of the application process, and when you will be making contact.
- If a candidate is offered a tour of SCSU at the end of the interview, ensure that the candidate is linked to the person/department conducting the tour.
- Someone from the Search Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at SCSU.

Interviews conducted by constituent groups

- Whenever the opportunity arises for constituent groups of the campus community to meet prospective candidate(s), individuals participating at the interview shall have the opportunity to complete an interview evaluation form provided by the search committee. The completed form must be returned to the search committee chairperson. The search committee must review and consider all evaluation forms during their deliberation. These forms will become part of the search file. Samples of the interview evaluation form are included in Appendix K.

APPENDIX F

Questions appropriate for teaching faculty interviews

1. Describe the significance of your current research and how it fits into your long term research agenda.
2. How would you teach a broad introductory survey course taken by majors and Gen Ed students alike?
3. What books would you assign to your courses and why?
4. How do you engage students, particularly in a course for non-majors?
5. In your opinion, what are the attributes of a good instructor?
6. How do you adjust your teaching style to the less motivated or under-prepared student?
7. How does this position fit into your overall career goals?

Analytical Ability

Definition:

- Ability to separate data and information into elemental parts and to arrive at the nearest appropriate conclusion.
- Identifies problems and opportunities effectively and efficiently.
- Gets beneath the superficial considerations when evaluating a complex issue.
- Can recognize the pros and cons of an issue or approach.
- Displays confidence in own abilities and ideas.

Sample Interview Questions:

1. What are the advantages and disadvantages of [a job related issue about which the candidates should be knowledgeable]?
2. What do you think about [a job related issue]?

Educational Preparation

Definition:

- Success Orientation
- Leadership Roles
- Motivators
- Time Management Skills

Sample Interview Questions:

1. Tell me about your educational background. What influenced your educational goals? What has held you back from attaining your educational goals?
2. What are your plans for additional education?

Work Ethic

Definition:

- Stable Work History
- Motivators
- Performance Record
- References

Sample Interview Questions:

1. Tell me about your work history - the jobs you have held, the duties and responsibilities, and your reasons for leaving. Under what condition did you leave?
2. What did you like and dislike about each job?
3. What comments will the supervisors have about your performance? About your attendance? About your ability to get along with co-workers?
4. What would you do if you are offered a job which sounded exciting and challenging, but which is not a promotional opportunity? Why?

Judgment/Decision Making Skills

Definition:

- Comfortable with making decisions; does not avoid them.
- Knows when more facts are needed vs. having enough facts to make a sound decision.

Sample Interview Questions:

1. What process or specific steps do you take in making an important decision? What are they?
2. Tell me about the most difficult decision that you have made recently. Why was it difficult? On what basis did you make the decision?
3. What kind of decisions do you put off making?
4. Have you made any decisions that you wish now you had made differently? What went wrong?

High Initiative/Goal Orientation

Definition:

- Demonstrated initiative in their work and/or school experiences.
- Sets and accomplishes goals.
- Persistent in the pursuit of goals; does not discourage easily; rebounds rapidly from frustration and defeat.

Sample Interview Questions:

1. How have you shown initiative in your present job? What projects or activities have you initiated?
2. Tell me about the goals you have set for yourself.
3. Tell me about the most difficult goal that you have accomplished. What obstacles did you overcome to accomplish it?
4. What goals have you given up on?

Planning & Organizing

Definition:

- Plans and organizes complex tasks and work load adequately to accomplish them in a reasonable time and with reasonable results.
- Effectively plans the activities of their present job.
- Effectively organizes their individual work station, travel plans, etc.

Sample Interview Questions:

1. How do you plan your daily activities? Let's talk about your daily work routine. What tasks are high priority? What tasks are low priority?
2. How do you manage your time?
3. What is the most complex project you have ever worked on? How did you plan and organize that project?

Interpersonal Skills

Definition:

- Relates well to superiors, peers subordinates, customers, etc.
- Is tolerant and understanding of others.
- Accepts others; is not highly opinionated on the behavior of others; does not frequently put others down.
- Deals productively with people who are "difficult", who have poor relationship skills.
- Does not create conflicts in his/her interpersonal relationships.

Sample Interview Questions:

1. Tell me about the most difficult person you have had to deal with. How did you handle him/her? How successful were you in dealing with him/her?
2. How frequently do you have to deal with someone that you really dislike? How do you do it? With what degree of success?

Comfort With Pressure

Definition:

- Deals effectively with pressure and stress on the job; is productive in a pressured environment.
- Has performed effectively in a pressured environment.
- Is confident of his/her ability to produce in a pressured environment.
- Does not mind, or even prefers, working in a pressured environment.

Sample Interview Questions:

1. What things cause pressure in your present job/present schedule? How do you handle it?
2. What is your usual response to stress?
3. Tell me about the strategies that you use to deal with stress.
4. Tell me about the impact stress has on your ability to perform. Give me examples.

Verbal Communication

Definition:

While reflecting on the interview, did the candidate:

- State facts in a logical manner?
- Express self effectively?
- Listen carefully?
- Speak when appropriate?
- Maintain good eye contact?
- Use appropriate grammar and vocabulary?
- Speak in an understandable manner?
- Understand and respond appropriately?
- Convey a sense of sincerity and honesty?

APPENDIX G

RESTRICTIONS ON INTERVIEW QUESTIONS

Interview questions must be strictly job related. They must probe the knowledge, skills and abilities identified for successful job performance. Such questions may address not only the specific subject matter as described by the job duties, but also the candidate's education, work ethic, interpersonal skills, initiative, planning and organizational ability and similar personal characteristics necessary for successful performance.

Personal-related questions and standards are not only irrelevant in determining the candidate's ability to perform the job, but are prohibited by Federal and State law. You are breaking the law if you question a candidate on any of the following personal matters:

1. Race – There are no job-related considerations that would justify asking an applicant a question based on race.
2. Religion - There are no job-related considerations that would justify asking about religious convictions, unless your organization is a religious institution, which may give preference to individuals of their own religion. Ask no questions about the candidate's social affiliations which may be interpreted as an attempt to determine the candidate's religion.
3. Gender – Generally, there are no appropriate questions based on the applicant's gender during the interview process. Specifically:
 - (a) Women are no longer protected under state wage/hour laws re: number of hours worked, lifting restrictions, etc.
 - (b) It is unlawful to deny a female applicant employment because she is pregnant, or planning to have a child at some future date.
 - (c) Questions on marital status, number of children, child care arrangements, etc. are not appropriate.
 - (d) Questions as to availability to work should be job-related: What hours can you work? What shift(s) can you work? Can you work on weekends and/or holidays?
4. Sexual Orientation - Under certain state and municipal laws, there are no permissible questions regarding an applicant's sexual orientation.
5. Height and/or weight restrictions – These questions may support gender or national origin discrimination claims unless their relationship to specific job requirements can be demonstrated.
6. Age – You may not ask a candidate their age, nor the age of a spouse or children. Nor may you ask a candidate what year they graduated from college as this may be construed as an attempt at arriving at the candidate's age.
7. Arrest & Conviction Records – Questions relating to an applicant's arrest record are improper, while questions of an applicant's conviction record may be asked, if job related. The Equal Employment Opportunity Commission and many states prohibit use of arrest records for employment decisions because they are inherently biased against applicants in protected classes. The EEOC has issued a Revised Policy Statement covering the use of conviction records by employers in making employment decisions:

- (a) The employer must establish a business necessity for use of an applicant's conviction record in its employment decision. In establishing business necessity, the employer must consider three factors to justify use of a conviction record:
 - (1) Nature and gravity of the offense for which convicted;
 - (2) Amount of time that has elapsed since the applicant's conviction and/or completion of sentence; and
 - (3) The nature of the job in question as it relates to the nature of the offense committed.
 - (b) The EEOC's Revised Policy Statement eliminated the existing requirement that employers consider the applicant's prior employment history along with rehabilitation efforts, if any. The Revised Policy Statement requires that the employer consider job-relatedness of the conviction, plus the lapse of time between the conviction and current job selection process.
- 8. National Origin – You may not ask an applicant where he/she was born, or where his/her parents were born. You may ask if the applicant is eligible to work in the United States.
 - 9. Financial Status – An interviewer should not ask if the applicant owns or rents a home or car, or if wages have been previously garnished, unless financial considerations for the job in question exist. Any employer who relies on consumer credit reports in its employment process must comply with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996.
 - 10. Military Record – You may not ask what type of discharge the applicant received from military service. You may ask whether or not the applicant served in the military, period of service, rank at time of discharge, and type of training and work experience received while in the service.
 - 11. Disability – You may not ask whether or not the applicant has a particular disability. You may only ask whether or not the applicant can perform the duties of the job in question with or without a reasonable accommodation.

Although federal EEO laws do not specifically prohibit any pre-employment questions, the EEOC does look with "extreme disfavor" on questions about age, color, disability, national origin, race, religion, gender or veteran status. Many state fair employment laws do expressly forbid certain types of questions. Following is a representative list of unacceptable and acceptable questions. It is NOT all-inclusive.

TOPIC	UNACCEPTABLE	ACCEPTABLE
Reliability, Attendance	-Number of children? -Who is going to baby-sit? -What religion are you? -Do you have pre-school age children at home? -Do you have a car?	-What hours and days can you work? -Are there specific times that you cannot work? -Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?
Citizenship/ National Origin	-What is your national origin? -Where are your parents from? -What is your maiden name?	-Are you legally eligible for Employment in the United States? - Same as above -Have you ever worked under a different name?
For Reference Checking	-What is your father's surname? -What are the names of your relatives?	-None -None
Arrest and Conviction	-Have you ever been arrested?	-Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?
Disabilities	-Do you have any job disabilities?	-Can you perform the duties of the job you are applying for?
Emergency	-What is the name and address of the relative to be notified in case of an emergency?	-What is the name and address of the person to be notified in case of an emergency? (Request only after the Individual has been employed.)
Credit Record	-Do you own your own home? -Have your wages ever been garnished? -Have you ever declared bankruptcy?	-None -Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act Of 1996. -None
Military Record	-What type of discharge did you receive?	-What type of education, training, Work experience did you receive while in the military?
Language	-What is your native language? Inquiry into use of how applicant acquired ability to read, write or speak a foreign language.	-Inquiry into languages applicant speaks and writes fluently. (If the job requires additional languages)
Organizations	-List all clubs, societies and lodges to which you belong	-Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform job. -Are you a union member?
Race or Color	-Complexion or color of skin. Coloring.	-None
Worker's Compensation	-Have you ever filed for worker's compensation? -Have you had any prior work injuries?	-None -None
Religion or Creed	-Inquiry into applicant's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed.	-None
Gender	-Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?	-None
Addresses	-What was your previous address? -How long did you reside there? -How long have you lived at your current address? -Do you own your own home?	-None -None -None -None
Education	-When did you graduate from high school or College?	-Do you have a high school diploma or equivalent? -Do you have a university or college degree?

APPENDIX H

SEARCH REPORT OFFICE OF DIVERSITY & EQUITY PROGRAMS

SUBMISSION FOR CANDIDATE NUMBER I

SEARCH NUMBER: _____

DEPARTMENT: _____

Part 2. Leading candidates (List by preference the leading candidates for this position. Attach copies of their resumes.
If the first approved candidate declines, authorization to make an additional offer may be sought from the appropriate Dean or Vice-President.)

<u>Choice</u>	<u>Name</u>	<u>Interviewed</u>	<u>Gender</u>	<u>Race</u>	<u>Remarks</u>
1st	_____	_____	_____	_____	_____
2nd	_____	_____	_____	_____	_____
3rd	_____	_____	_____	_____	_____
4th	_____	_____	_____	_____	_____

Please Note: Resumes *must be attached* for all finalists to complete the search file.
Please provide a brief narrative summary on an attached page, which states why each candidate was not selected for the position.

Part 3. Authorization to make offer

Name _____

Starting Date: _____ Ending Date (use "P" if Permanent): _____

Full-time annual salary rate: _____

Special terms or conditions: _____

Chairperson/Director _____ Date _____

Dean _____ Date _____

Appropriate Vice President _____ Date _____

Executive Assistant to the President _____ Date _____

Associate Vice President for Human Resources _____ Date _____

Part 4. If candidate does not accept the position as offered, an offer can be made to a subsequent candidate.

DEPARTMENT: _____ Sheet ____ of ____ Pages

SEARCH NUMBER: _____ POSITION TITLE: _____

Documentation of screening process. (Please list below the names of all candidates for the position.) Use the following codes to identify candidates where possible.

White - WH
Black - BL

Hispanic - HP
Native American - NA

Asian/Pacific Islander - AP
Other - O

Use the following to record disposition codes. All reasons figuring substantially in rejection decisions should be included.

- | | |
|---|--|
| A - Withdrew application | D - Does not meet one or more of the minimum qualifications (identify which one ie: degree, license, years of experience etc.) |
| B - Application incomplete (identify missing material i.e. cover letter, references, transcripts, etc.) | E - Does not meet one or more preferred qualification (identify which one) |
| C - Application received after the deadline | F - Other-required specific comments related to the knowledge, skills & abilities required for the position. |

Name of Applicant (last name, first name)	Type of Interview	Gender	Race	Disposition Codes (Required)	REMARKS REQUIRED FOR ALL APPLICANTS (re

DEPARTMENT _____ SHEET ____ of ____ PAGES SEARCH NO. _____ POSITION TITLE: _____

Documentation of Screening Process (Continued).

Name of Applicant (last name, first name)	Type of Interview	Gender	Race	Disposition Codes (Required)	REMARKS REQUIRED FOR ALL APPLICANTS (reasons for selections and/or non-selection required for SCSU Affirmative Action Plan & By CHRO)

APPENDIX I

FACULTY SEARCH CHECKLIST

The Office of Diversity and Equity (ODE) audits all university searches. The following checklist highlights the steps in the search process and documentation necessary to complete the final recruitment file for all full time faculty positions:

Step I. Initiating a Search - The Personnel Change Request Form (PCRF) initiates the search process and must be approved by the President. Contact Linda Robinson (Provost Office) to obtain assigned search number. The search chair or his designee may do this via email.

Date	Documentation	Initials
	Personnel Change Request Form (PCRF) (MySCSU)	
	Attend annual recruitment workshop	

Step II. Recruitment Strategies – A representative from (ODE) will attend the annual recruitment workshop held for all search chairs. The search chair will submit the Search Plan and supporting documents to the Dean. Dean will forward documents to Provost and ODE. Academic Affairs notifies the department of approval of the Search Plan and Job Announcement:

Date	Documentation	Initials
	Affirmative Action Search Plan - includes search committee members recruiting sources, and advertising	
	Copy of the position description, announcement/advertisement	

Step III. Evaluation Criteria and documents: The Search Chair submits to ODE director via email with cc: to Dean, the evaluation/selection grid using qualifications indicated in job announcement, the interview questions and reference questions. The ODE Director will review and approve these documents.

Date	Documentation	Initials
	Proposed evaluation/selection grid	
	Copy of the core interview questions and reference check questions	

Step IV. Evaluation Process and Notification to Applicants- The search committee chair is responsible for sending out the acknowledgement letter to all applicants upon receipt of their application materials. The letter includes the link to the affirmative action response form; this information is used to determine what the applicant pool is like and will be compared to the proposed list of candidates. All correspondences to applicants must be maintained by the search chair.

Date	Documentation	Initials
	Acknowledgement letter with link to Affirmative Action Form sent	

Evaluation of application material- The search committee reviews each applicant's material using the approved evaluation/selection grid and determines which candidates will be recommended for phone interviews. The list of selected candidates are submitted to the Dean and ODE for approval, along with the completed evaluation/selection grid, and page 2-3 of search report to include disposition comment for each non-selected applicants.

Date	Documentation	Initials
	List of candidates selected for phone interviews	
	Completed evaluation/selection grid for all applicants	
	Page 2-3 of search report for all applicants	

Step V. Interview Process- the Search committee conducts phone interviews for approved candidates. Upon completion, the search chair submits to Dean and ODE Director via email the list of candidates selected for campus interviews. In addition search committee must provide a brief narrative explaining non-selected candidates were chosen for campus interview. The Dean and ODE director will provide approval of finalist for campus interviews.

Date	Documentation	Initials
	Brief narrative with explanation of phone interview candidates not selected for campus interviews	
	List of candidates selected for campus interviews	
	Tentative campus interview schedule	
	Copies of the resumes and letters of reference for each candidate being interviewed (as requested)	

Step VI. Recommendation of Final Candidates: Upon completion of campus interviews, the Committee submits to Dean and ODE narrative documenting the strength and weaknesses of each of the finalist. The Dean submits final selection to Provost with cc: to ODE director. Upon approval from Provost the Dean makes verbal offer to selected candidate.

Date	Documentation	Initials
	Narrative with strengths and weakness of each finalist	
	Written justification of selected candidate	
	Verbal offer made by Dean	

Step VII. Job Offer/Final Documents – The search chair compiles the following documents for signature: the Personnel Action Form (PAF), the Final Search Report with CVs of candidates interviewed. After approval of PAF, final search report, and a successful background check, HR generates an appointment letter which is approved and signed by the President. A formal job offer cannot be made without the approval of the appropriate parties.

Date	Documentation	Initials
	Background check completed by Human Resources	
	Completed Personnel Action Form (PAF)	
	Final search report	
	Appointment letter signed by the president	

CANDIDATES THAT WERE INTERVIEWED AND NOT SELECTED SHOULD RECEIVE A LETTER INDICATING SEARCH HAS BEEN CLOSED AND THAT A SUCCESSFUL CANDIDATE HAS BEEN CHOSEN. INTERNAL APPLICANTS SHOULD BE NOTIFIED OF THE SEARCH OUTCOME IN ACCORDANCE WITH COLLECTIVE BARGAINING AGREEMENTS. SAMPLE COPIES OF ALL CORRESPONDENCE TO CANDIDATES, MEMOS REGARDING THE SEARCH, REFERENCE CHECK INFORMATION, ETC. SHOULD BE AVAILABLE TO THE ODE UPON REQUEST.

APPENDIX J

PERSONNEL ACTION FORM

For all Admin. Faculty, Management, or Full Time Faculty, please submit paperwork to Human Resources, WT Bldg.

Name _____ Search Number: _____
 Street _____ US Citizen _____ YES _____ NO _____
 City State Zip Code _____ Home Phone No. _____

Action Type:	<u> New Hire </u>	<u> Promotion </u>	<u> Salary Increase Only </u>	<u> Transfer </u>	<u> Other (Specify) </u>
Appointment Type:	<u> Full Time </u>	<u> Part Time </u>	<u> Temp. Emergency </u>		
Faculty:	<u> Regular </u>	<u> Regular w/Conditions </u>	<u> Defined Term </u>	<u> Special </u>	Special Type: <input type="radio"/> A <input type="radio"/> B <input type="radio"/> C <input type="radio"/> D (Circle One)

Education: (Highest Degree Held) _____

Effective Date: _____ **Last Incumbent:** _____

Has this person ever been employed by the State (including SCSU) before? YES ☐ NO ☐

If so, when and where? _____

Is this person on another State payroll? YES ☐ NO ☐

If yes, has a Dual Employment Request Form been submitted? YES ☐ NO ☐

CURRENT OR NEW HIRE		TO (IF APPLICABLE)	
Department	_____	Department	_____
Title	_____	Title	_____
	_____		_____
Rank	_____	Rank	_____
Bi-Weekly Salary	_____	Bi-Weekly Salary	_____
Annual Salary	_____	Annual Salary	_____
Position #	_____	Position #	_____
Org. #	_____	Org. #	_____

Approved:	
Chairperson/Director	Date
Dean/Director	Date
Appropriate Vice President	Date
Director of Diversity & Equity Programs	Date
Office of Human Resources	Date

The Following Information Is To Be Filled Out By Affirmative Action

Ethnicity		Gender		Veteran Status		Any Disability?	
<input type="checkbox"/>	White	<input type="checkbox"/>	Female	<input type="checkbox"/>	Non-Veteran	<input type="checkbox"/>	YES
<input type="checkbox"/>	Black	<input type="checkbox"/>	Male	<input type="checkbox"/>	Veteran	<input type="checkbox"/>	NO
<input type="checkbox"/>	Hispanic						
<input type="checkbox"/>	Asian or Pacific Islander						
<input type="checkbox"/>	American Indian or Alaskan Native						

APPENDIX K **Sample** **Interview Evaluation Form**

Name of Candidate _____

Name of Group/Evaluator Interviewing Candidate (optional) _____

	Poor	Avg.	Excl.
1. Demonstrated successful experience in a senior administrative position.	1	3	5
2. Administrative success in academic positions with increasing responsible.	1	3	5
3. Understanding of the mission of the University in the context of a public University.	1	3	5
4. Demonstrated ability to foster excellence in education, research, and service programs involving departments and colleges across the University.	1	3	5
5. Ability to be an articulate spokesperson for academic and research programs at the University.	1	3	5
6. Ability to work effectively with faculty, students, administrators and the community.	1	3	5
7. Ability to work effectively with offices and agencies of state and federal government.	1	3	5
8. Ability to communicate the goals and accomplishments of programs within the University to the public.	1	3	5
9. Success in the area of development.	1	3	5

Comments: _____

Please return the evaluation form within three (3) to five (5) days to:
Search Chairperson:

**Sample
Evaluation Form**
(Boxes for Comments Expand to Accommodate All Inserted Text)

Candidate Name:						
Evaluator Name: (Optional)						
Evaluator Category:	<input type="checkbox"/> Student	<input type="checkbox"/> Faculty	<input type="checkbox"/> Staff	<input type="checkbox"/> Administrator	<input type="checkbox"/> Cabinet	<input type="checkbox"/> Other _____

1. Please provide your assessment of the candidate's ability to work effectively and professionally within the SCSU community, specifically with regard to the constituencies of faculty, staff, students and the Cabinet.

2. Please provide your assessment of the candidate's understanding of the literature and the professional field.

3. Please provide your assessment of the candidate's ability to serve as a leader, a visionary, helping to shape the overall division of the university. Comment on any observations regarding the candidate's leadership/management style.

4. Please comment on any additional attributes/characteristics which you believe would affect the candidate's ability to succeed in this role, either positively or negatively (candidate strengths and weaknesses).

Please complete this form electronically and email to: _____ by _____.