

CONDUCTING EFFECTIVE SEARCHES FOR FACULTY AND STAFF JOB OPENINGS PART TWO

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PART TWO TOPICS

- Roles and Responsibilities During a Search
- Applicants Needing Accommodations
- Successful Strategies for Increasing Applicant Diversity
- Evaluating and Interviewing Applicants
- Record Keeping and Retention



ROLES AND RESPONSIBILITIES DURING A SEARCH

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ADHERE TO UA HIRING PROCESS & GUIDELINES

- [Staff Recruitment Resources](#)
- Review the [EEOC Pre-Employment Inquiries \(Interviewing\)](#)
- Review the [Notice to Hiring Managers, Search/Screening Committees, Interviewers and Supervisors](#)
 - Recruitments must show **good faith efforts** to attract women and minority applicants as well as individuals with disabilities and protected veterans
 - Job announcements must include the statement: **“UA is an equal opportunity employer (EOE), including an EOE of protected vets and individuals with disabilities”**
 - Make sure offer letters have required language to self-identify Vet/IWDs
- Properly use disposition codes (not hired reasons) for all applicants



SEARCH COMMITTEE CHAIRS

Search Committee Chair Responsibilities:

- Manage a proactive, timely, fair and legal search process
- Define what the roles and expectations are for the search committee as well as for each individual committee member
- This includes adherence to University EEO and Affirmative Action Policies and Procedures, and EEOC and OFCCP federal regulations



SEARCH COMMITTEE MEMBERS

Search Committee Member Responsibilities:

- Engage in a fair and equitable recruitment process
- Put aside personal agendas, biases or political positions so that each candidate has a fair and consistent evaluation
- Protect confidentiality of the applicants and the decision-making process
- Meet obligations and deadlines to help ensure that top candidates are not lost to other employers
- [Additional Search Committee Resources](#)



DIVERSE SEARCH COMMITTEES

- Include women and minorities
 - For search committees hiring faculty or EEO-1 level administrators, pursuant to UA guidelines, membership on the committee generally should include African-American representation.
- Include individuals who are:
 - Are highly regarded in the department/university/community
 - Have experience in searches that have been successful in recruiting minorities and women
 - Are skilled at conducting respectful and effective meetings
 - Are knowledgeable about equal opportunity/affirmative action



HIRING MANAGERS

Hiring Manager Responsibilities:

- Facilitate the entire recruitment process within UA's online employment system for faculty or staff.
- Communicate with HR or OAA regularly on the search progression and any issues that arise.
- Adhere to all UA hiring policies, procedures and record retention guidelines.



HUMAN RESOURCES AND OAA

- HR and OAA are a resource for the search chair, committee members and hiring managers
- HR and OAA provide information to departments on recruitment, hiring policies and use of employment systems
- HR provides guidance on EEO/AA compliance



SEARCH FIRMS

- Before beginning any conversations with a search firm, contact Human Resources to discuss how the firm must comply with OFCCP's recordkeeping obligations and UA's employment procedures
- Search firm should be approved by Human Resources, Office of Counsel, Purchasing and the appropriate VP Office(s)
- Contract with search firm must require search firm to follow UA's policies and procedures related to hiring



INFORMATION REQUIRED TO BE REVIEWED BY ANYONE INVOLVED IN HIRING PROCESS

- It is important for ANY search committee chair, search committee member, hiring manager or anyone involved in the hiring process to read the [Notice to Hiring Managers, Search/Screening Committees, Interviewers and Supervisors](#) **BEFORE** beginning a search.
- This notice highlights some of the important requirements, specific restrictions and frequent problems encountered in the hiring process for faculty and staff positions.



CONFLICTS OF INTEREST DURING A SEARCH

Hiring Manager/Search Committee Responsibilities:

- Disclose ANY **conflicts of interest** to the search committee chair and/or hiring manager for position
- Disclose ANY **personal relationship or affiliation** you may have with any applicants to the search committee chair and/or hiring manager for position
- Search committee members, hiring managers or individuals directly involved in the hiring and decision-making process **CANNOT** be references for applicants, write letters of recommendation for applicants, or nominate applicants for a search for which they are involved in the decision making process
- The employees within the following offices **CANNOT** be on your search committee: Human Resources, Office of Counsel, Equal Opportunity and/or Compliance.



APPLICANTS NEEDING ACCOMMODATIONS

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ACCOMMODATIONS FOR APPLICANTS WITH DISABILITIES

- UA makes reasonable accommodations to the known physical or mental impairments of an applicant or employee who is a qualified individual with a disability or is a qualified disabled veteran, unless such accommodations would impose an undue administrative or financial hardship on the operation of UA's business or fundamentally alter UA's program and services.
- UA will not deny employment opportunities based on its need to make a reasonable accommodation to such an individual's physical or mental impairment. However, an employee must be able to perform the essential functions of the job, with or without an accommodation.
- Read more about [UA's commitment to individuals with disabilities](#) and the provision of reasonable accommodations .
- View [UA's reasonable accommodations policy](#) .
- If an applicant has notified you they will need an accommodation during the application and hiring process, please contact Emily Marbutt, HR ADA Coordinator at 205-348-7733 or emarbutt@fa.ua.edu with any questions.



ACCOMMODATIONS FOR APPLICANTS WITH DISABILITIES

The screenshot shows the careers page of the University of Alabama. At the top, there is a navigation bar with the University of Alabama logo and the text "Division of Financial Affairs Human Resources". Below this, there are several menu items: "Apply Now", "Employment FAQs", "Live in Tuscaloosa", "Network with Us", "UA Virtual Tour", and "Why UA". The main content area features three large buttons for "STAFF EMPLOYMENT", "FACULTY EMPLOYMENT", and "STUDENT EMPLOYMENT". Below these buttons, there is text explaining how to search for positions and providing contact information for the Human Resources Department. A red arrow points from a text box on the left to the bottom of the website content.

place in the UA family. Follow the instructions below and be on your way to a rewarding career at Alabama's flagship university.

STAFF EMPLOYMENT **FACULTY EMPLOYMENT** **STUDENT EMPLOYMENT**

To search Staff positions, click the Staff button above. You can search by specific criteria or you can search all postings by clicking on the Search button. **Please note, all Staff Employment positions close at 10:55pm CST. Non-Exempt positions are posted a minimum of 3 days. Exempt positions are posted a minimum of 7 days.**

View jobs posted by The University of Alabama System Office.

For instructions on how to apply to a Staff position, please click on the video tutorial below:

UA Staff Applicant Tutorials
How to Search and Apply for a Staff Position: Part 1 of 3
How to Search and Apply for a Staff Position: Part 2 of 3
How to Search and Apply for a Staff Position: Part 3 of 3

Need help? Please email the Human Resources Department at hrsvctr@ua.edu or contact us by phone at (205)-348-7732.

If you anticipate needing any type of accommodation to participate in any portion of the University's employment process, including completion of the online application process, please contact our office in advance of your participation or visit.

The website jobs.ua.edu includes applicant accommodation information

*Image above of website jobs.ua.edu showing applicant accommodation information located at bottom of website.



OTHER ACCOMMODATIONS

- **Accommodations for Pregnant Applicants**
 - Applicants who are pregnant and need accommodations should contact **HR ADA Coordinator, Emily Marbutt (348-7733); emarbutt@fa.ua.edu**
- **Accommodations for Religious Beliefs/Observances**
 - The University accommodates, where reasonable, the sincerely held religious observances and practices of applicants, except where such accommodation causes undue hardship on the conduct of University business.
 - An applicant is responsible for requesting a religious accommodation for the application and hiring process and in the workplace. Requests should be made to **HR Religious Accommodations Coordinator, Emily Marbutt (348-7733); emarbutt@fa.ua.edu**



SUCCESSFUL STRATEGIES FOR INCREASING APPLICANT DIVERSITY

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GENERAL RECRUITING STRATEGIES

- Begin searches early and communicate with HR and OAA when there is a need to recruit.
- Review position description to ensure that it addresses needed qualifications without including factors that might unnecessarily limit the pool.
- Re-advertise or undertake additional recruiting efforts during the search, if necessary.
- Consult your unit [Affirmative Action Coordinator](#) for assistance in formulating and executing the search plan.
- Utilize [EEO Office Resources](#) and [HR Resources](#).



POSITION DESCRIPTIONS

- **Write position description that includes skills needed for position**
 - Do not require things that are not necessary for the position (years of experience, etc.) that would eliminate otherwise qualified minority/female/IWD/vet applicants
- **Tie position announcement to diversity mission if appropriate.**
 - Example: “The University is dedicated to the goal of building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment and strongly encourages applications from women, minorities, individuals with disabilities, and covered veterans.”
- **DO NOT indicate a hiring preference for minorities/women.**
 - A hiring preference for any particular class, including minorities/women, constitutes illegal discrimination unless there is a business necessity approved by HR.



DIVERSE APPLICANT POOLS

- Create job descriptions that clearly address UA's dedication to diversity to attract groups of diverse and highly qualified applicants to apply.
- Utilize special advertising resources that will reach and attract top minority applicants.
 - You should use a mix of print and online advertisements.
 - Target newspapers in areas with large urban populations.
- Request the diversity report from HR (Staff) or OAA (Faculty) a couple of days before your job closes to determine if there is a sufficient pool of women and minority applicants. If not, consider extending the search and possibly using other recruitment sources.
- When attending conferences, participate in the various sessions devoted to diversity.
- Identify the top 5-10 women and minorities publishing in your discipline.
- Contact the top 10 departments in the nation and collaborate to identify:
 - Recent and soon-to-be PhDs and post-docs (as potential new assistant professor hires).
 - Senior scholars (as potential speakers for visiting scholars)



ADVERTISING OPEN POSITIONS

- Federal affirmative action regulations REQUIRE inclusion of an equal opportunity statement in all UA job postings including advertisements
- Include the following wording on ALL advertisements:
 - The University of Alabama is an equal-opportunity employer (EOE), including an EOE of protected vets and individuals with disabilities.
- [Staff Guidelines for Advertising Jobs](#)
- A copy of the advertisement must be sent to HR (Staff) or OAA (Faculty) to ensure compliance with the federal regulation that requires government contractors to advertise internally to allow for promotional opportunities.
 - This should happen **BEFORE** an ad is posted in other sources.



ADVERTISING POSITIONS THAT MAY LEAD TO THE HIRING OF NON-US CITIZENS

- Searches that might lead to the hiring of an individual who is not a U.S. citizen have specific advertising requirements as set forth by federal law
 - Nearly all faculty searches can expect non-U.S. applicants
- You must use more than the single national or print advertisement in order to satisfy the Department of Labor expectations for advertising positions that may lead to hiring a non-U.S. Citizen.
- When advertising the job opportunity online for which certification is sought, the ad must be posted for at least 30 calendar days.
- You must get documentation of start and stop dates for electronic advertisements that show the span of dates the ad was posted electronically
 - This can be done by printing a “screen shot” on the first and last days of the web posting.
- UA must demonstrate that a competitive recruitment and selection process was used and that the foreign national was more qualified than any other U.S. applicant.



ADVERTISE IN DIVERSE OUTLETS

- **Native American**
 - Tribal College Journal of American Indian Higher Education and Native Peoples Magazine
 - Scholarly journals that include ads: Studies in American Indian Literature, American Indian Culture and Research Journal, American Indian Quarterly and Wicazo Sa Review.
- **Hispanic**
 - Hispanic Outlook, American Association of Hispanics in Higher Education
- **African American**
 - Journal of Blacks in Higher Education, African American Review, Meridians
- **Women**
 - [Career Women](#)
 - [Association for Women in Science](#)
 - [Women in Higher Education](#)
- **Veterans**
 - [Veterans of Foreign Wars](#)
 - [VetJobs](#)
 - [HireVeterans](#)
 - [RecruitMilitary](#)
- **Individuals With Disabilities**
 - [Ability Links](#)
 - [GettingHired](#)
 - [AbilityJobs](#)
- **Listservs (low cost) that reach out to diverse populations:**
 - [Sisters of the Academy](#)
 - [Mujeres Activas en Letras y Cambio Social \(for Latinas and Indigenous Women\)](#)



ADVERTISING PROVIDED BY UA

- [DiversityJobs](#) (UA Covers Cost)
 - Staff and Faculty jobs are captured by this company and posted to numerous diversity websites.
- [ScholarlyHires](#) (UA Covers Cost)
 - Staff and Faculty jobs are captured by this company and posted to their website that has a diverse reach.
- [Inside Higher Ed](#) (UA Covers Cost)
 - All Faculty jobs are posted to this website. Upon request a Staff job can also be posted. For staff jobs contact Human Resources.
- [Alabama Job Link](#)
 - Staff and Faculty jobs are captured by this organization and posted to their website.
- [US Military Pipeline](#)
 - Staff jobs are captured by this company and posted to their website that targets veterans.
- [LinkedIn](#)
 - Human Resources will post your job for a fee on LinkedIn. LinkedIn has over **500 million members** which gives your job posting **strong diverse outreach**.



EVALUATING AND INTERVIEWING APPLICANTS

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UNCONSCIOUS BIAS

- It is important for search committee members and hiring managers to be aware of the possibilities for bias in screening applications.
- Some areas that show potential for bias are:
 - Homogeneous search committee
 - Poorly articulated screening criteria or rigidity in a screening matrix
 - Inconsistent weighting of criteria among committee members
 - Inaccurate or unconscious assumptions about merit



EVALUATING APPLICANTS

- In evaluating application materials, the following should be adhered to:
 - Incomplete applications are NOT eligible for consideration.
 - Only the application materials provided can be used to determine if an applicant meets the required qualifications.
 - Only applicants who meet the required qualifications are eligible for further consideration.
 - Applicants can be further assessed by preferred qualifications.
 - Additional criteria for the interview decision may include telephone/in person interviews, reference checks, requests for additional material, etc.



METHODS TO ASSURE OBJECTIVE APPLICANT SCREENING AND EVALUATION

- Applicant Screening From Predetermined Set of Core [Interview Questions](#)
- Search Committee Interviews
- Evaluating Applicants with Diversity in Mind



APPLICANT SCREENING FORM

- The critical equal opportunity issue is assuring **CONSISTENCY** toward applicants in the review process.
- The purpose of screening applicants is to help search committees/hiring managers fairly review applicants with the same criteria based on the job description.
 - Stated qualifications provide the basis for the selection criteria used in the decision making process.
- It also captures the reasons that an applicant was interviewed (or not interviewed) and hired (or not hired).
- This also includes the appropriate **disposition codes** (not hired reasons)
- Every applicant that applied will be included.



CONDUCTING INTERVIEWS

- There is **no minimum number** of applicants that should be interviewed for a position.
- Interviews may be conducted by phone, held on campus or conducted at some other location.
- Interviews **must be consistent**.
 - The interview method and agenda are the same for all applicants.
 - Internal applicants are treated the same as external applicants.
 - The **same** basic set of questions are asked of all applicants.
 - Committee members should make every effort to attend **ALL** interviews.



SEARCH COMMITTEE INTERVIEWS

- Search committee interviews tend to be more **focused** and **job-related** because committee members are accountable to each other.
- Search committee members should be **diverse** and include women and minorities.
- Questions tend to be more to the point and personal biases are reduced due to accountability.
- By participating simultaneously, all interviewers are able to base their evaluations on the same sample of behavior.



EVALUATING APPLICANTS WITH DIVERSITY MINDSET

- Remember to **keep an open** mind about:
 - Interruptions in degree programs or work careers
 - e.g. to care for a parent or children or because of a disability
 - Reputation of degree or employing institution
 - Great applicants have come from lesser known institutions.
 - Institutional reputation alone should not preclude consideration of applicants from other well known schools.
 - Careers begun in or including government, business, voluntary service or other non-academic settings
 - Frequently sources of first time employment for women, minorities, veterans and persons with disabilities as well as necessary employment options for “trailing spouses” in dual career couple relocations.
- Actively work to minimize the effects of stereotypes in screening applicants
 - For example, do not assume that young and energetic are synonymous or that stability and good judgement are functions of age.



COMMUNICATING WITH APPLICANTS

- The University is committed to having a fair recruitment process for all applicants.
- When an applicant calls a hiring manager and/or search committee member for information, **they may receive an unfair advantage that other applicants do not receive**, and it keeps the hiring department/search committee from **hearing a realistic view of this applicant's skills and abilities** during the interview.
- Read more on how to manage [applicant communication](#).



PRE-EMPLOYMENT INQUIRIES

- As a general rule, the information obtained and requested through the pre-employment process should be limited to information which is essential for determining if a person is qualified for the job
- Information regarding one's protected status (race, sex, national origin, age, pregnancy, sexual orientation, gender identity, gender expression and religion) generally is irrelevant and should not be solicited
- Inquiries about one's protected status may be used as evidence of an employer's intent to discriminate unless the questions asked can be justified by some business purpose
- Inquiries about organizations, clubs, societies, and lodges of which an applicant may be a member or any other questions that may indicate the applicant's protected status, if answered, should generally be avoided
- Do not ask for a photograph of an applicant. If needed for identification purposes, a photograph may be obtained after an offer of employment is made and accepted.



PRE-EMPLOYMENT INQUIRIES

(QUESTIONS TO AVOID ASKING APPLICANTS)

- [EEOC on Pre-Employment Inquiries](#)
- Questioning applicants about any of the following information should be avoided:
 - Race
 - Height & Weight
 - Financial Information
 - Unemployed Status
 - Background Checks
 - Religious Affiliation or Beliefs
 - Citizenship
 - Marital Status, Number of Children
 - Gender
 - Disability
 - Medical Questions and Examinations



AVOID STATEMENTS WHICH COULD BE CONSTRUED AS DISCRIMINATORY

- Avoid expressing personal opinions about University social life which could discourage women, unmarried or minority applicants
 - Only provide factual information, if asked, but leave the appraisal to the applicant.
- Avoid introducing race, religion, national origin, sex as subjects of discussion
 - For example, do not say: “You would be the only African-American in the department. Would that make you uncomfortable?”
- Avoid comments about an applicant’s physical appearance, even when intended as a compliment
- Avoid discussing marital status unless the applicant indicates that employment options for their spouse is a factor to be considered
- Avoid questioning applicants about child care arrangements, plans for a family, etc.



EVALUATING OR INTERVIEWING RELATED TO DISABILITIES

- The Americans with Disabilities Act (ADA) prohibits inquiries that elicit information about an applicant's disability or history of disability during the pre-offer stage of the hiring process
- If an applicant has a known disability or has volunteered information about a disability, the interviewer may NOT ask questions about:
 - The nature or severity of the disability
 - The condition causing the disability
 - Any prognosis or expectation regarding the condition or disability and whether the disability will require treatment or time off
- May provide information about the functions of the job, work hours, leave policies and any special attendance needs and can ask if the applicant can meet these requirements
- If an applicant has a known disability that might interfere with or prevent performance of job functions, they may be asked to describe or demonstrate how these functions will be performed



CHECKING REFERENCES

- Applicants should be notified if references are being contacted.
- Notes from references are kept with the hiring department's position file.
- References are usually checked by hiring departments during the background check process (staff employment) or before an offer is made (faculty employment).
- For current UA employees who are finalists for a position, you may request performance evaluation information from a HR Partner.
- Direct knowledge of work performance may be shared by search committee members as part of reference checking.
 - This must be shared for ALL applicants for whom direct knowledge exists or a decision must be made not to share direct knowledge about any applicant.
 - Direct knowledge may NOT be used when determining whether the applicant meets qualifications.
 - Direct knowledge includes direct supervision or experience working directly with the applicant.
- When search committee members receive unsolicited reference information from colleagues, students, etc. the committee chair must be notified and decide whether this information will be shared within the committee.
- The consistency issue is that information is shared on all applicants for whom unsolicited information has been provided or is not shared for any of the applicants.
- In some cases it may be best to disregard unsolicited reference information and not share within the committee.



BACKGROUND CHECKS

- The Department of Human Resources conducts background investigations through an outside vendor on final candidate(s) for positions at UA
- Background investigations must be completed prior to an offer of employment
- A prior conviction reported as a result of the background investigation DOES NOT automatically disqualify a candidate from consideration for the position
- A candidate with a prior conviction will receive an individualized review of the prior conviction before a hiring decision is made
- Review [UA's background check policy](#) for more information.



RECORD KEEPING AND RETENTION

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UA RECORD KEEPING REQUIREMENTS

- All “good faith efforts” of the search should be documented in detail.
 - This includes dates, names, locations and results of personal contacts
- At minimum the search file should contain:
 - Copies of job posting, advertising screen shots (at open and close of advertisement) and other solicitations for applications
 - Applications and supporting materials
 - Interview notes
 - Reference checks
 - Record of communications with applicants
 - Record of screening and selection criteria
 - Applicant screening forms/assessments
- The search file remains with the hiring department



UA RETENTION REQUIREMENTS

- [EEOC has recordkeeping requirements](#) of one year for search files and interview notes, unless an applicant has filed an EEOC charge, in which case the records must be kept until a final resolution of the matter.
- UA Record retention policies require retention for longer than one year in many instances. Consult [UA's policy on record keeping](#)
- **Litigation Hold:** Pending additional direction from the Office of Counsel, the employee, supervisor, and any other person who may have information relating to the claim or litigation should, as soon as possible, take steps to make sure that no documents potentially relating in any way to the claim or litigation are destroyed.
 - “Documents” means not only written materials, but also information stored on-line or electronically, such as e-mails, text messaging, instant messaging, videos, social media, and calendars. Documents can occasionally be destroyed by accident or unintentionally. For example, e-mails may automatically delete or documents may routinely be destroyed after a certain date. Steps should be taken to make sure that such accidental or unintentional destructions do not occur.
 - In the absence of pending or potential litigation, employees should retain records pursuant to the University Archives and Records Management program.
- **Job Recruitment Materials**
 - These records document the recruitment of employees by the University
 - Retain 3 years after end of the fiscal year in which the records were created
- **Affirmative Action Position Applicant Files**
 - These records are documentation of actions taken to follow affirmative action procedures for university openings
 - Retain 3 years after the end of the fiscal year in which the record was created



UA RETENTION REQUIREMENTS CONTINUED

- **Application Materials**
 - These records document applications for employment
 - Unsolicited resumes/applications: Retain for useful life
 - Unqualified applications for open positions: Retain 1 year
 - Application materials for individuals considered for employment but not hired: Retain 3 years
 - Application materials for hired individuals file with personnel file
- **Search Committee Files**
 - These records are search files created during the process of advertising, interviewing, selecting and hiring an individual to fill a faculty vacancy within the University
 - Retain 3 years
 - President/Chancellor Search Committee files : Retain permanently
- **Position Classification Records**
 - These records document position classifications
 - Retain 3 years after reclassification/elimination of the position
- **Work-Study/Student Worker Records**
 - These records are maintained in individual departments and offices on work-study students and include time reports
 - Retain for 3 years after last date of employment

