

Draft

SALISBURY STATE UNIVERSITY WORKING DOCUMENT FOR FACULTY HIRING PROCEDURES

I. BEGINNING OF SEARCH PROCESS

- A. **Need Determination** - Department chair and school dean--in conjunction with the department--determine to fill a new position, to fill a replacement or the need for a conversion.
- 1 For tenured, tenure-track, and visiting faculty, a nationwide search should be conducted.
(The position announcement should be placed in publications that have a nationwide readership.)
 - 2 For other faculty positions, conduct a regional and/or local search.
 - 3 The department chair and/or school or library dean must request, by letter or e-mail, the Provost's permission to formulate a search committee.
 - 4 The Provost grants permission—in writing—for a search committee to be formed.
- B. **Formation of the Search Committee** – Consider diversity in composing the search committee, with adequate representation as follows, if possible: students, tenured faculty, non-tenured faculty, minorities, staff, those in external departments, and those with and without prior search committee experience. See Appendix A for more details.

Appendix A

Composition of the Search Committee

- 1 The school or library dean should determine the development of a diverse search committee.
 - 2 **The names of the search committee members must be forwarded to the Equal Employment Opportunity (EEO) Officer for approval.**
 - 3 The committee is responsible for maintaining all documents and correspondence during the search process.
 - 4 The search committee chairperson designates an administrative support partner (**may or may not be a committee member**) to maintain all paperwork for the search.
 - 5 The administrative support partner must attend the meeting with the search committee, Human Resources (HR) and EEO. (See section II on page 3).
- C. **Search Proposal Development** - the search committee develops and presents the following to the school or library dean and the EEO Officer **two weeks** before the required lead time for advertising in publications. (**i.e.**, If a publication requires 3 weeks' advance notice of advertising, the following items are expected by the EEO Officer 5 weeks prior to advertising). See Appendix B.

Appendix B

Search Committee Charge

The EEO Officer will forward the following to the Provost:

Appendix 1

Personnel Requisition

- 1 **Personnel Requisition, (Appendix 1)** must include resignation letter, if applicable. **Appendix 2**
- 2 **Documented Rationale (Appendix 2)**

Rationale Factors & Rating Scale Samples

Acceptable/Unacceptable Questions

3 Position Announcement and Work Order

Appendix 3

(a) *Composition of Announcement.*

Position Announcement Template

Position announcement must encompass the following items.

The announcement is reviewed by EEO and HR to assure the content is relative to job requirements, the inclusion of diversity in advertising sources, and for the following items.

- Position
- Title
- Status -Permanent/Contingent
- Full-time/Part-time
- Benefits package, if applicable
- Salary statement – consider adding salary ranges
- Revised EEO Statements (*See Apdx 3*)
- Whom to return materials (resume, etc.)
- Duties, responsibilities, & expectations
- Qualifications (degree)
- *Consider requiring the candidates to demonstrate their teaching skills as part of the interview.*
- Reference to the SSU Website
- Application Statement

(b) **Complete the position announcement using Appendix 3. (Pertinent position announcement information and sample of announcement).**

(c) **Determining Advertising Sources** - The search committee chairperson selects the desired print and electronic sources to advertise the announcement. The announcement must be advertised in sources where women, minorities, veterans and the disabled have access to the position announcement.

(d) **Conference Recruiting**

1. Department members attending conferences for recruiting purposes, will be funded at the **department=s own expense.**
2. Only an avenue to identify applicants
3. Invitations for on-campus interviews **may not** be extended
4. No offer or promise of employment shall be extended at the conference site.
5. Interviews are **conducted** at the **department** or at the department's **own expense.**

(e) **Electronic/Conference Recruiting Materials** - i.e., CD ROMs, Power Point Presentations, and any other recruiting tools.

1. Any materials produced will be funded at the **department=s own expense.**
2. EEO must receive and approve a copy

(f) **Other Recruitment Initiatives**

1. Consider the Historically Black Colleges and Institutions.
2. Ask women and minorities at SSU for prospective candidates
3. Research organizations for women and minorities to see if there is a job referral service or other employment interest outlet.
4. See the EEO Office for minority listings, database or Internet files that may be available.
5. Encourage female and minority graduates to recommend faculty to SSU.
6. Invite scholars from other institutions to become involved in visiting professorships.

- 4 **Provost Approval.** Once the Provost has seen **all** the items in I.C. above, the Provost considers approving the advertising of the position.
 - The search committee submits the rationale, position announcement, work order for advertising, and Personnel Requisition with the letter of resignation attached (if applicable), to the Provost for signatures by the Provost and EEO Officer.

II. LAUNCHING THE SEARCH

A. Establish a Meeting with HR and EEO.

- 1 The administrative support partner must attend in addition to the search committee.
- 2 The SSU Hiring Practices Manual must be brought to this meeting.
- 3 HR and EEO will discuss proper search protocol.
 - (a) **Applicant Pool Characteristics** - The search committee will pay particular attention to expertise, qualifications, or dimension of diversity in recruiting qualified applicants into the applicant pool.
 - (b) **Applicant Pool Development** - Develop a broad pool of qualified applicants, conducting regional or national searches versus local searches, where appropriate.
 - (c) **Selection Reasons** - Search Committee must be able to give non-discriminatory reasons for selection of the interview pool, including the incumbent, if he/she submits an application for the position.

B. Position Announcement is Advertised - when the position announcement has been approved by the Provost and EEO Officer, it is forwarded to HR for advertising.

- 1 The lead time required depends upon each publication's deadline.
- 2 HR will forward copies of the final position announcement, copies of the advertising work order displaying **advertising costs**, date and name(s) of the source(s), and actual copies of the ads to:
 - (a) Search Committee Chair
 - (b) EEO
 - (c) Provost's Office

III. APPLICANT COMMUNICATION

A. Acknowledge Receipt of Vita and Applications - The search

committee must send the applicants the following, **and** record the date sent on the Communication/Status of Candidates Log.

- 1 Written acknowledgment letter
- 2 Request for official transcript
- 3 SSU Application, if it was not submitted previously
- 4 The EEO Gender/Ethnicity letter, and business reply envelopes
 - **The Search Committee Chairperson, or administrative support partner, will be responsible for the maintenance of the Communication/Status of Candidates Log.**

Appendix 4

Communication/Status of Candidates Log

Appendix 5

Letter Templates

Appendix 6

SSU Employment Application

B. Reference Checks - Personal and employment

references by telephone will be completed by the search committee for the purpose of obtaining factual, objective information.

Appendix 7

Reference Checklist

Telephone Reference Checklists

- 1 **Attach Notes to the Log** - Any communication notes (i.e., letter of search status or any e-mails or calls) concerning the search process to the log.
- 2 **Hold Log until Search is Closed** - The completed log is sent to HR when the search is

closed. (EEO, if necessary, will request these search committee documents from HR).

IV. EQUAL EMPLOYMENT OPPORTUNITY MONITORING – The Equal Employment Opportunity Director will approve the composition of the search committee, the search proposal document, advertising sources, applicant pool, interview pool, and employment recommendations.

A. The Equal Employment Opportunity Director will review the applicant pool to determine if it represents diversity. EEO reserves the right to re-open a search to allow for a more adequate representation of diversity. If time does not allow for the search to be re-opened, the position may be offered on a temporary basis.

B. **Data** - The EEO office extracts the data from the optional gender/ethnicity statistical letters returned by the applicants, and forwards a summary of data to the search committee chair.

Appendix 8
EEO Summary Report

C. **Updated Summary Reports** - EEO sends updated statistical summaries if there have been additional responses and a considerable amount of time

(a) (i.e., one month) has lapsed on a vacancy.

Appendix 11
Pre-Appointment Form

(b) **Note:** The search committee chairperson, or administrative support partner, records the final gender/ethnicity information on **line 7** of the **pre-appointment form**. The number of applications/vitae recorded on the summary may be greater than the number of gender/ethnicity statistical letters the EEO Office received.

V. REGARDING INTERNAL CANDIDATES

A. **Confidentiality** – required for all employment related interests.

B. **Treatment** – all candidates will be treated equally.

1 Internal candidates will be given consideration in order to promote from within; however, placement is not guaranteed.

2 If an internal candidate was not selected, every effort should take place to notify him/her in person.

VI. TELEPHONE INTERVIEWS – If necessary, telephone interviews may be performed prior to the selection of finalists. **Telephone interviews do not have to be approved.**

A. Track any communication on the Communication/Status of Candidates Log

Appendix 15

B. May be used to narrow the applicant pool.

Telephone Reference Sample Checklists

C. Refer to Appendix 15 for sample telephone interview.

VII. APPROVAL OF INTERVIEW INVITATIONS

- A. **Search Committee Documentation** - All evidence for selecting finalists should be contained in departmental search committee files until the end of the search.
- B. **Seek Approval** - Invitations to interview candidates will be approved by the **School or Library Dean, the EEO Officer and the Provost.**

Appendix 9

Reimbursement Forms

- 1 *Candidate Reimbursement* - Fill out the **front page only** of the Candidate Interview Form in appendix 9, including **estimated** expenses (2nd page will be filled in after the on-campus interview - see section VIII.)
Complete one form for each candidate.
- 2 *Submit for Review* - The search committee chair and school or library dean forward the following documents of the candidates recommended for interviews to the EEO Officer and Provost for review by the Provost and EEO Officer.
 - Vita
 - Applications
 - Evaluation criteria, as developed in the documented rationale
 - Results of references
 - Candidate Interview Form(s)
- 3 *Review by Provost and EEO* - The Provost and the EEO Officer will review the above items to determine that proper search protocol has been followed.
- 4 *Provost Grants Permission* - The Provost will give the search committee permission to invite candidates to interviews.
 - *Candidate Interview Form Approval* - The Provost approves the Candidate Interview Form and forwards the approved copy to the search committee chair.

VIII. INVITATIONS TO INTERVIEW - *a packet is sent by the Search Committee to the Finalists*

Appendix 5

Letter Templates

- A. First telephone each finalist to invite him/her for an on-campus interview, then send a follow up interview invitation letter.
- B. Prepare the interview invitation letter, including all components of the invitation letter template in Appendix 5.
- 1 Include a note about signature requirements on the criminal records check authorization form, and submitting--upon arriving for the interview--the signed form to the search committee.

Appendix 10

CRC Authorization Form

Note: Any offer of employment will be contingent upon the criminal records check.

- 2 Provide reference to SSU's web site for benefit and catalog information.
- 3 Provide an interview agenda
- 4 Expense account
- 5 Instruct candidates to arrange their travel and hotel accommodations **at their own expense**, and retain the receipts to give to the search committee for reimbursement.
 - (a) Travel and hotel arrangements **must** be made in the **candidate's own name and credit card account.**
 - (b) **Reimbursable Items for Candidates** - Airfare, car rentals, mileage, lodging and meals will be reimbursed according to the prior approved Candidate Interview Form, and only at the standard rates allowed by financial services.

VIII. THE INTERVIEW PROCESS

A. Three Rules of Thumb

- 1 Ask only for information that you intend to use to make hiring decisions.
- 2 Know how you will use the information to make that decision.
- 3 Recognize that it is difficult to defend the practice of seeking information that you do not use.

B. Sample Instruction - Finalists should be asked, whenever possible, to teach a class.

Appendix 2

C. Questions - Ask the same questions of all applicants

Acceptable/Unacceptable Questions

- 1 *Follow-up questions*, if any, resulting from candidate responses to initial questions, may be asked.
- 2 See Appendix 2 for sample acceptable/unacceptable questions.

D. Location - Interviews take place in same location, if possible.

E. Equality - Applicants will be treated equally in all procedures.

F. Rating – Sample rating scales are referenced in Appendix 2.

IX. CANDIDATE REIMBURSEMENT PROCEDURES - AFTER THE INTERVIEW

A. The candidates and any search committee members incurring expenses must submit an expense account with appropriate signatures. (See expense account in Appendix 9 for reimbursable items).

Appendix 9

Reimbursement Forms

- 1 Complete the 2nd page of the Candidate Interview Form that was **pre-approved** by the Provost in section VII.B 1.
- 2 Attach the completed Candidate Interview Forms and necessary receipts to expense account, and send to the Provost's office.
- 3 Upon approval, the Provost's office forwards the completed expense account and attachments to financial services for reimbursement.

X. EMPLOYMENT RECOMMENDATION PROCEDURES

Appendix 11

A. Search Committee Sends Documentation to the

Pre-Appointment Form

School or Library Dean - the search committee provides the following documentation of selection and submits to the school or library dean for approval.

- 1 Rating Scale results.
 - (a) Include student evaluations
 - (b) Evaluate the demonstrated teaching skills presented by each candidate.
- 2 Pre-Appointment Form - based on evaluations and rating scales, the committee recommends the candidates and alternates of their choice.
- 3 Criminal Records Check Authorization Form(s) - it is recommended to have the criminal records check performed only on the top candidate; the alternates--only if they are considered for a position.

- B. The School or Library Dean Processes Recommendations** - some recommendations regarding rank and tenure may require presidential approval or consultation with appropriate faculty committees.
- 1 Written recommendation of candidate selection moves from the school or library dean to the provost.
 - (a) Recommended rank
 - (b) Recommended salary
 - (c) Recommended tenure review date
 - (d) Recommended promotion eligibility date
 - 2 **Request Criminal Records Checks** - the school or library dean contacts HR to arrange appropriate criminal records checks.
 - HR will have results in approximately 72-hours.
 - 3 **Submit the Pre-Appointment Form for Approval**
 - (a) The EEO Officer forwards the pre-appointment form to the Provost for signature.
 - (b) **Approval** - The EEO Officer and Provost **must approve** the **pre-appointment** form **prior** to an **offer** being extended.
 - (c) The Provost forwards the pre-appointment form to HR.
 - (d) HR forwards copies of the completely signed pre-appointment form to EEO.
- C. Provost Approval** - Provost receives the recommendations and the pre-appointment form from the dean and approves the terms of the offer.

XI. FINAL OFFER PROCEDURES

- A. Oral Offer** - Provost gives the school or library dean permission to extend the oral offer.
- Any offer of employment will be contingent upon the criminal records check.
- B. Negotiation** - School or library dean may, upon the Provost's approval, negotiate terms with the candidate.
- Electronically communicate the terms with the Provost before providing the final offer.
- C. Declined Offer Memo** – If any candidate declines an offer, the search committee chair must construct a letter on SSU letterhead and send to the Equal Employment Opportunity Office.

Appendix 12

Sample Declined Offer Memo

- D. Final Offer Packet** - The provost provides the offer letter and contract for employment to the recommended candidate and forwards the following:

Appendix 13

Final Offer Letter

- (a) Faculty Benefits Brochure - which includes an overview of the retirement plan.
- (b) New Employee Checklist - items for new hires to attain.
See Appendix 14.

Appendix 14

New Employee Checklist

- E. Final Offer Accepted.** Once the final offer is accepted, the Provost forwards copies of the letter and contract to HR and EEO.
- 1 Transfer all notes, the pre-appointment form, correspondence, and any documentation related to the search to HR at this time.
 - 2 HR will begin payroll processing after receipt of this information.

XII. NON-SELECTION NOTIFICATION PROCEDURES - notify candidates after the final offer has been accepted. See the appropriate letter in Appendix 5.

- 1 **Internal Candidates (University Employees)** - If any candidate is a university employee, the search committee chair will make every effort to notify in person, then by letter.
- 2 **External Candidates** - The search committee notifies external, non-selected candidates by letter.

Appendix 5
Letter Templates

XIII. NEW HIRE PROCESSING

A. **New Hire Packet** - HR sends the department a packet of original forms to be retained and used for all new hires.

- 1 **I-9 (employment verification form)** - completed **on-campus** and in the **presence of a witness**.

The new hire needs to bring:

- (a) Passport, or
- (b) Driver's license, and
- (c) Social Security Card

- 2 **Return to HR by the first day of classes**. For confidentiality and security purposes, please have the **department secretary--not the new hire--**return the I-9 by either **confidential** campus mail, or hand-delivery to HR.
- 3 **Policy Prohibiting Sexual Harassment, and Procedures for Filing Complaints, and Signature Page** for employees to **sign and return**.
- 4 **Substance Abuse Policy** - for employees to **sign and return**.
- 5 **Benefit Enrollment Packet** - selection must be made within 60 days from date of employment.
- 6 **Department New Employee Checklist** for in-processing - department coordinates attaining necessary items for the new employee.

- | | |
|------------------------|---|
| • Office Space, | Department Chair |
| • Keys, | University Police |
| • Furniture, | Purchasing, or Central Stores (check Inventory) |
| • Telephone, | Telecommunications |
| • Computer and Set-Up, | Information Technology |
| • Manuals, | Department Chair or Secretary |

- 7 **New Faculty Orientation Session** - (Faculty orientation in August) - The Provost's office will notify faculty the time, date and location of orientation.

XIV. VACANCY IS CLOSED

Copies of Non-Selection Letters. **Send copies of letters to HR to keep with the documents related to the search, which was previously submitted in section XI. E. 1.**