Search and Screen Procedures
Instructional and Non-Instructional
Academic Appointments

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INTRODUCTION

Indiana University-Purdue University Indianapolis (IUPUI), along with many other institutions of higher education, is required to maintain full documentation of the hiring process in order to comply with federal regulations.

The following web pages describe search and screen policies and procedures for academic appointments at IUPUI. This information is intended to assist hiring officials and university search committees in conducting employment searches which meet the requirements of Federal non-discrimination legislation, the IUPUI Faculty Constitution, the university Affirmative Action Plan, and the spirit of the University’s Equal Opportunity Policy. The material is organized chronologically, from completing the academic position vacancy to initiating and routing personnel transactions. However, not every situation is addressed in these pages; only the basic procedures for conducting and documenting a search which meets the university’s equal opportunity-affirmative action requirements are provided.

Our procedures allow the Office of Equal Opportunity to monitor and approve each individual employment search in its entirety, and where appropriate, take steps to ensure equal employment opportunity and affirmative action on the part of hiring officials. Modifications to these procedures may be made in compelling circumstances, when approved by the Dean of Faculties and the Office of Equal Opportunity.

To further assist hiring officials and search committees, forms and information are attached including an academic search and screen checklist detailing the recruitment and appointment process, and various screen prints of the IUPUI Faculty Applicant Monitoring System (FAM) utilized during the recruitment process. FAM resources and frequently asked questions about the Faculty Applicant Monitoring System are also located on the Office of Equal Opportunity’s website.

Although the spirit of affirmative action cannot be legislated or regulated, procedures designed to provide fair treatment, essential checks and balances as well as proper documentation and review of hiring decisions contribute greatly to providing equality of opportunity.

If additional assistance is needed, members of the Office of Equal Opportunity are available to provide interpretive guidance.

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION AND THE EMPLOYMENT PROCESS

IUPUI is committed to achieving equality of opportunity in education, professional training, career advancement and university employment. The university’s Equal Opportunity Policy prohibits discrimination against any individual for reasons of race, color, religion, national origin, gender, sexual orientation, marital status, age, veteran’s status, and/or disability. Personnel actions, such as hiring, terminations, layoffs, compensation and fringe benefits, transfer, promotion, and training, as well as all university-sponsored social and recreational programs, should be administered in accordance with the university’s Equal Opportunity Policy.
The Office of Equal Opportunity is responsible for communicating, interpreting, and monitoring the university’s Equal Opportunity Policy. The university maintains an Affirmative Action Plan which is comprised of specific results-oriented procedures designed to achieve equal employment opportunity. Consistent with this goal, the academic recruitment and appointment processes at IUPUI should be administered in a manner designed to meet the following specific objectives:

- To make decisions at all stages of the recruitment and selection processes that will further the principles of equal employment opportunity and affirmative action
- To ensure that job-related criteria are utilized for all employment decisions, e.g., hires, promotions, transfers, training, compensation and other employment benefits
- To vigorously apply the principles of affirmative action to correct problems and ensure equal opportunity in areas where women and minorities are underutilized

The Office of Academic Policies, Procedures, and Documentation is responsible for assisting the Director of the Office of Equal Opportunity with ensuring that all faculty employment activity is consistent with the university’s equal opportunity policies and Affirmative Action Plan, in addition to setting standards and expectations for academic recruitment and employment practices. However, only through the efforts of all members of the university community can the institution reach its goals of universal fairness and equity.

**THE ROLE OF THE FACULTY AFFIRMATIVE ACTION LIAISON**

Each dean and organizational unit head is responsible for implementing activities to ensure that an effective affirmative action program exists within his/her respective unit. Within each academic unit (school) or major organizational unit, a representative or “unit liaison” has been identified by the dean or key administrative officer to serve as a member of the IUPUI Affirmative Action Council. Unit liaisons are responsible for the following:

1. Serving as a communication link between the Office of Equal Opportunity and the constituent units, interpreting policies and regulations, transmitting information, and answering questions

2. Referring students and employees who believe that they have been subjected to unlawful discrimination to the Office of Equal Opportunity Director

3. Assisting the Office of Equal Opportunity Director in the collection of data needed for the informal or formal resolution of complaints

4. Assisting constituent units in developing and carrying out action-oriented programs designed to improve the campus climate, promote understanding of protected class issues, and enhance the success of the total affirmative action effort
5. Advising the dean or unit head on any matters that affect the affirmative action program

6. Participating in the development and implementation of the affirmative action plans of their units

7. Assisting the Office of Equal Opportunity Director in the evaluation of the effectiveness of equal opportunity/affirmative action programs

Search committees and hiring officials are encouraged to seek guidance from their respective unit liaisons throughout the entire search process. A listing of the unit liaisons for each school, as well as a listing of the Affirmative Action Council membership, is available from the Office of Equal Opportunity.
I. POSITION VACANCIES WHICH REQUIRE SEARCH COMMITTEES

All salaried academic positions which are 50% FTE or greater must be posted, i.e., a public announcement of a search for qualified applicants must be made. The postings can be as simple as giving notice in the unit where the position is assigned or as demanding as a nationwide search. In most instances, a full search, employing advertisement(s) in national or regional newspapers and journals will be required. All documentation regarding the search should be kept on file for at least two years.

The following instructional and non-instructional positions are subject to the policies and procedures. A more complete discussion of the various categories of academic appointments can be found in the Indiana University Academic Handbook.

- **Tenured or Tenure Track (FT1-FT3)** Full time tenured or tenured-probationary academic appointments in the ranks of professor, associate professor, assistant professor, and in several distinguished ranks. The rank of initial appointment is determined by such factors as teaching, research, other relevant experience, public service and degrees held.

- **Librarian (LT1-LT3)** Full time librarians are appointed in ranks analogous to and modeled of faculty ranks. These are librarian, associate librarian, and assistant librarian. The status of librarians holding titles under this rank system is closely analogous to that of full time faculty. The rank of the initial appointment is determined by such factors as professional activities, experience, and degrees held.

- **Clinical positions with the rank of Professor through Lecturer (FC1-FC5)** The prefix “clinical” is used for appointees holding the rank of lecturer through professor whose primary duties involve teaching students and residents, and providing professional service in the clinical setting.

- **Appointments at the rank of Lecturer, Trustee Lecturer, Sr. Lecturer (FL5-FLS)** At the entry level, lecturers will have completed an appropriate advanced degree or have the appropriate credentials as determined by the hiring department. Lecturers may have organizational and oversight responsibility for the courses in which they teach. They will also perform service for the department or school. It is expected that the conversion of part-time lecturers or new hires at the rank of trustee lecturer and senior lecturer are individuals who will make a significant contribution to undergraduate retention through effective student learning. Promotion to senior lecturer is based on continued improvement in and demonstration of excellence in teaching, with at least satisfactory performance in service. Senior lecturers are expected to provide leadership in teaching and to contribute to course and curriculum development. They may oversee and provide mentoring for full and part-time non-tenure track faculty.

- **Academic Specialist (UAS)** This classification was established for individuals who do not routinely offer courses for credit or act as principal investigators but who hold positions with responsibilities that require them to be accountable to an academic officer. The focus of such positions should be on duties that support the academic mission of the university. Examples of responsibilities are: academic advising;
coordinators of curricula; coordinator of AI’s; editors of journals; curators, counselors and program coordinators.

- **Senior, Associate, Assistant Research Professor (RS1-RS3)**
  These appointments, as is the case with scientist/scholar appointments, will advance through the established promotion process based on the research expectations already stipulated for other classifications, including the scientist/scholar classification. Advancement must be based on excellence in research; teaching will not be an expectation, and if persons holding titles as research professors wish to teach, they must also qualify for an appropriate part-time or adjunct position that is approved for teaching.

- **Research Associate (RSS)** The title of research associate is limited to those research personnel who are not qualified for a research rank but whose positions call for full-time research under the supervision of a faculty member or a person holding a research rank.
II. POSITION VACANCIES FOR WHICH SEARCH COMMITTEES ARE NOT REQUIRED

The majority of academic position vacancies will be filled in the customary manner: the position is announced through advertisement(s) or announcement(s), a search committee evaluates and interviews the applicants, and a recommendation is forwarded to the hiring officer. This process normally takes anywhere from three to six months to complete. However, in some instances, these steps may be impractical or impossible to follow. Consequently, the following position vacancies are exempt from the requirement stipulating the appointment of a search and screen committee.

Although the positions listed below do not require appointing a search and screen committee as part of the recruitment and selection process, the preparation of a formal recruitment plan is strongly advised. Any documentation regarding the selection process should be kept on file for at least two years from the date of the selection recommended.

Visiting Academic Appointments (FV-CV)

Such appointments typically do not exceed one year’s duration and may not extend beyond two years without explicit approval from the Dean of Faculties. In the event that visiting faculty are later converted to regular faculty, normal search and screen procedures must take place, either at the time of the initial visiting appointment, or at the time of conversion.

Post Doctoral Fellows (RSP)

Resident Appointees (RA)

Certain time-limited grant positions

Exemptions from the university’s normal search and screen process may be granted when the duration of a grant position is one year or less or when a particular researcher is identified by the funding agency in an award document.

Appointments for less than half time

Adjunct appointments (FA-CA)
III. INITIATING THE SEARCH

A. IUPUI FACULTY APPLICANT MONITORING SYSTEM (FAM)

FAM is a multi-user database application developed in Microsoft Visual FoxPro 6.0. The software and data reside on a central network share at IUPUI. A shortcut that launches the application is placed on the desktops of individuals who are involved in the process of hiring faculty in their unit. Additional users who need access to FAM can contact their dean’s office who, in turn, can work with the Office of Equal Opportunity to get access.

B. ACADEMIC POSITION VACANCY

Once a position has been defined and a search is called for, the key administrator should ensure that the vacant position is posted to the IUPUI Faculty Applicant Monitoring System (FAM), with a position description and proposed advertisement(s) prior to initiating any recruitment activity, (Main Menu, Data Entry Menu, "Post A Vacant Position", Appendices B, C, & D). At the time the vacancy is entered into FAM, it is assigned a unique alphanumeric code to the position for the purposes of inputting and retrieving position identity and information. From within FAM, a user can search, edit, add, delete, print, and view position, applicant and offer information.

The academic position vacancy should contain the following information:

- The department(s) and school(s) to which the position is assigned
- The 8-character Human Resources Management System (HRMS) Position Number
- Salary range for the position
- Rank code and/or classification assigned to the position (if more than one rank code is possible or rank is dependent upon credentials, this should be noted)
- Academic preparation/credentials required for the position, i.e., Ph.D., M.D., D.D.S., etc.
- Required and preferred experience
- A job description and copy of the proposed advertisements
- Recruitment plan specifying the journals, newspapers, websites, professional association meetings, etc., in which the position vacancy will be announced, and any other outreach efforts designed to attract potential applicants
- Closing date after which application materials will not be accepted or alternatively, the date application materials will be reviewed
- A listing of the members and chair of the search committee, by name, title, ethnicity and gender

After the department’s vacancy has been added to the Faculty Applicant Monitoring System, it will appear on FAM’s Main Menu “To Do Lists” for the school dean’s authorization. The appropriate school dean administrator will go into FAM (Main Menu, Data Entry Menu, Sign-Offs, Sign-Off Menu, Appendices B, C, & E) to authorize position and recruitment approval. The vacancy and the search and screen information is then forwarded to the Office of Equal Opportunity for determination that the recruitment plan is consistent with state and federal nondiscrimination requirements. Upon approval, the vacancy is forwarded to the Office of Academic Policies, Procedures, and Documentation, whose approval attests to the general
authorization to fill a position at the level and scope specified. Electronic signatures and date approvals appear in FAM’s “Authorization Tab” of the vacancy (Appendix D).

All academic position vacancies entered into FAM must be signed by the appropriate dean or vice chancellor (or designee) before approval by the Office of Equal Opportunity.

The Office of Equal Opportunity will contact the dean’s office of the appropriate school if the academic position vacancy is not approved, detailing any EEO/AA related concerns. The dean/unit executive may respond to the concerns by either modifying the vacancy or by providing a rationale for the original and requesting another review.

C. APPOINTING SEARCH AND SCREEN COMMITTEES

The appropriate administrator or authorized hiring official appoints a search and screen committee to review and evaluate applicant materials. The composition of the committee should reflect the broad interests of the unit, as well as gender and ethnic diversity. Students, staff and community representatives may also serve on search committees.

Search committees serve in an advisory capacity to the hiring official, and thus, are only charged with forwarding recommendations. Search committee members should gain a full understanding of their charge and the limits of their authority and responsibility from the hiring authority.

No member of the committee shall be a candidate for the position involved. Search committee members who are related to, or have a close personal relationship with any of the candidates, should not participate in any discussion about those candidates or should resign from the committee. In addition, some professional relationships may create a conflict of interest. For example, if a student is an applicant and his or her graduate advisor is on the search committee, or the supervisor of an employee applicant is a committee member, this may create a conflict of interest. Committee membership must be approved by the appropriate dean/vice chancellor (or designee) and the Office of Equal Opportunity Director.

Appointing the search committee and convening the committee’s organizational meeting should be the very first step in the search and screen process. Following appointment to the committee, each member should familiarize themselves with the IUPUI search and screen process. Although specific dates for reviewing applications and conducting interviews may not be immediately known, committee members should reserve ample time to participate in the search process.

It is vital that hiring officials and members of search committees embrace the university’s effort to create a diverse and pluralistic workforce. Together, they share responsibility for achieving the hiring goals outlined in the university’s Affirmative Action Plan.

It is customary for a representative from the Office of Equal Opportunity to attend the first meeting of the search committee to brief them on:
• The university's search and screen process/procedures and the role of the Office of Equal Opportunity throughout the process, including the type of assistance the office can provide to the search committee
• The meaning of equal employment opportunity and affirmative action, and the implications associated with the committee's charge, (i.e., hiring goals for minorities and women)
• Development of a recruitment strategy and advertising
• Definition of qualifications, interview questions and record keeping requirements

Because searches that drag on interminably have a frustrating and negative effect on both the members of the committee and candidates, time lines and deadlines should be established and followed. Activities for which the committee should establish dates and deadlines include:

• The publication of the vacancy announcement/job advertisement
• The deadline date for the receipt of applications or the close of nominations (if necessary)
• When the committee will begin evaluating dossiers/vitas
• When interviews will take place, including telephone and campus visits
• When the final recommendations will be made

At this initial meeting it is useful to discuss how and where search records will be kept. Early in the search process, the committee should develop the various letters to be sent (letters requesting the names of candidates, letters informing candidates that they have been nominated, letters acknowledging receipt of applicant’s materials and so forth). Generally, all communications from the search committee should come from the chair or designee.

The selection criteria and screening procedures should be determined at this point and not after materials from candidates have arrived. The committee must determine how reference information will be collected, (e.g., letters, telephone calls, or a combination of both).

D. RECRUITMENT AND ADVERTISING GUIDELINES

Recruitment efforts and advertisements announcing the position vacancy may be initiated only after the Office of Equal Opportunity Director and the Office of Academic Policies, Procedures, and Documentation have approved the academic position vacancy in FAM.

All permanent and continuing tenure-track faculty vacancies should be advertised nationally. In certain instances, with the approval of the Office of Equal Opportunity Director, a position may be advertised on a more limited basis depending on the circumstances. For consistency, all advertising associated with a position should cite the same application deadline.

Position vacancy announcements should be placed in the most appropriate journals, periodicals, newspapers, websites, etc., in order to reach qualified minorities, women, and persons with disabilities. However, the best affirmative action recruitment strategies are innovative, constant, and multi-faceted. For assistance with selecting appropriate recruitment sources, view the AA/EEO Recruitment

Resources Report at http://www.iupui.edu/~oeo or contact the Office of Equal Opportunity. In addition, the IUPUI Office of Faculty Development can provide assistance.

All required and preferred criteria associated with a position must be advertised. The criteria should be job related and essential to successful on-the-job performance. Careful consideration should be given to eliminating any criteria which might contribute to the exclusion of minorities, women and persons with disabilities. For example, in fields where, typically, minorities and women have not been employed previously, requirements for extensive specialized experience should be scrutinized carefully to assure that such requirements are necessary and appropriate.

All FAM position vacancies and other advertisements announcing position vacancies must stipulate sufficient lead time between the posting date and the deadline date to attract a representative applicant pool and to permit interested applicants to respond.

IU is strongly committed to achieving excellence through cultural diversity. The university actively encourages applications and nominations of women, persons of color, applicants with disabilities, and members of other under-represented groups. The following sample phrasing/language is recommended for communicating this commitment for advertising inclusive position descriptions.

The school and the department have explicitly endorsed efforts to increase the diversity of its ranks, and accordingly, candidates from groups currently under-represented in the school are encouraged to apply. Successful candidates should possess specific competencies and demonstrated expertise in multicultural settings. We seek a scholar who can serve as a role model, especially for minority students.

The department is particularly interested in and values candidates who have experience working with students from diverse backgrounds, and a demonstrated commitment to improving access and the conditions in higher education for under-represented students.

Candidates must be sensitive to the needs of and possess an interest in working with an ethnically and racially diverse student body.

The ideal candidate must be committed to the university’s goal of inclusiveness and have a demonstrated history of working effectively with persons of all races, genders, ethnicities, nationalities, sexual orientations, and religions.

Applicants whose work incorporates a global perspective and a demonstrated commitment to issues of diversity in higher education are particularly encouraged to apply.

We seek candidates with a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disabled and ethnic backgrounds of the institution’s students and employees.

The successful candidate will have demonstrated experience working with diverse groups of students, faculty and staff.
Experience in multicultural programming, advising student organizations, and working with diverse student groups is essential.

Experience working in a culturally diverse environment is highly preferred.

Appreciation of diverse cultures and peoples is essential.

**The following language must be included in all advertisements announcing position vacancies at IUPUI:**

For advertisements of half page length or more -

“**IUPUI is an Equal Opportunity/Affirmative Action Institution. Individuals who require a reasonable accommodation in order to participate in the application process must notify (person) at (address and telephone number), a reasonable time in advance.**”

Abbreviated version for shorter advertisements -

“**IUPUI is an EEO/AA Employer, M/F/D.**”

Recruiting at association/professional meetings and conferences is strongly encouraged as an excellent method of attracting interested potential applicants and conveying information about the university. However, prior to inviting individuals identified through such efforts for official on-campus interviews, the search committee must seek approvals from the Office of Equal Opportunity via the Faculty Applicant Monitoring System (FAM) position vacancy.

**E. NON-IMMIGRANT FOREIGN NATIONAL CANDIDATES**

Recruitment for all positions involving classroom teaching should include a print ad in a professional journal with national circulation.

Twenty-first century trends to advertise via electronic media only do not meet U.S. Department of Labor (DOL) requirements for Labor Certification. Labor Certification, with its "special handling" provisions for teaching faculty, is the preferred and simplest method to qualify international faculty for U.S. permanent residence (green card).

To meet DOL requirements for Labor Certification for teaching faculty, the recruitment effort must include at least one print advertisement in a national professional journal. The print advertisement should include (at minimum) the job title, the duties of the position, and the requirements for the position. When a degree field is specified, “or related” should be included in the advertisement if consideration for hire would be made to a candidate who holds a degree in a related field. In this context, “teaching” is defined as classroom teaching of regular university courses listed in the Schedule of Classes, with the international employee listed as an instructor of record.

If a search yielding an international candidate has not included the requisite print advertisement, the hiring department will be faced with either re-opening the position to conduct a new test of the labor market, or delaying sponsorship of permanent residence until the faculty member can document three years of
experience and is able to assemble extensive documentation attesting to his/her eligibility for the Outstanding Professor/Researcher category. Further information about University processes for sponsorship of permanent residence is available at http://www.indiana.edu/~intlserv/

If you have candidates who may need immigration sponsorship or have related questions, consider arranging an appointment with Office of International Affairs staff during their visit to the campus. Indiana University provides extensive immigration services and support for its employees, which can be an incentive for recruiting highly qualified international faculty. The IUPUI Office of International Affairs (Education/Social Work Building, Room 2126, oia@iupui.edu, 317.274.7000, http://international.iupui.edu) provides comprehensive nonimmigrant visa services to IUPUI international faculty, staff, and students.

F. EQUAL EMPLOYMENT OPPORTUNITY INFORMATION REQUEST

As applications are submitted, the hiring official or designee should insert their names and contact information into the Faculty Applicant Monitoring System (Main Menu, Data Entry Menu, “Enter a New Applicant”, Appendices B & C). In the situation where a recruitment agency screens applicants’ materials and qualifications, the chair or designee must ensure that applicants’ information including candidates’ disposition reasons are inserted into FAM before a request to interview.

It is the policy of IUPUI to provide equal opportunity for all persons, and to prohibit discrimination based on race, color, sex, religion, age, national origin, sexual orientation, disability or veteran status. Federal regulations require the Office of Equal Opportunity to collect and compile applicant flow data to ensure that our programs are administered in a non-discriminatory manner and as part of the university’s Affirmative Action Plan. The Rehabilitation Act of 1973 and the Vietnam-era Veterans Readjustment Assistance Act of 1974 also require that disabled individuals, disabled veterans, and/or veterans of the Vietnam era be given the opportunity to voluntarily self-identify themselves for purposes of the affirmative action program. Therefore, the Office of Equal Opportunity will, where possible, contact each applicant via email. The email message contains a link to the Equal Opportunity Information Request Form on the AAO website (http://www.iupui.edu/~oee/eoirform.html). If the applicant’s email address is not available, a cover letter that directs them to the online form is sent to the applicant through U.S. mail.
IV. THE REVIEW AND SCREENING PROCESS

Although evaluation procedures vary, it is recommended that the search committee develop a rating form based on job-related criteria. The rating form may consist of a series of job-related questions or issues that the committee believes are crucial to the position. While some search committees use a point system for evaluating candidates, written comments reflecting the judgment of each member of the committee should be made for each candidate. Not only will this allow the search committee to determine which candidates are to be interviewed, it will also save time if it becomes necessary to reconsider the applicant pool at a later date.

Most selection processes involve more than one screening. Generally, the first screening is to determine whether candidates meet the minimum criteria for the position. Subsequent screenings become increasingly qualitative and increasingly difficult. Where a large number of applications are received, the search committee may elect to divide into two or more subcommittees to facilitate the initial review of application materials. However, the committee must be in agreement on all screening techniques used to identify suitable candidates. Some possible techniques include:

- A ranking of each candidate with a full discussion by committee on only those applicants given a top rank by at least one committee member
- A preliminary sorting of applicants into broad categories such as strong, average or weak
- A point system wherein a particular score is awarded to an applicant based on the extent to which he/she meets the selection criteria
- A majority vote to advance the applicant to the next round of screening

Whatever criteria are used, it is important that the criteria be applied equally to all candidates. It is advisable for the chair of the committee to review all dossiers rejected during the initial screening. Polite letters of rejection should be sent at this point to candidates who do not meet the minimum qualifications for the position.

It should be noted that a nominee for a position is not a candidate for the position until the individual nominated makes direct contact with the search committee by letter, telephone, or submission of documents.

*If a specific closing date for the receipt of application materials has been established, all application materials postmarked or faxed on the deadline date but received after the application deadline should be included in the applicant pool.*

During the screening process, attempts to clarify and refine the selection criteria should not result in changed or unadvertised criteria. Any refined selection criteria should be job related. Ranking methods should be determined as each round of the search proceeds.

A search committee should evaluate candidates in broad and comprehensive terms, carefully examining all of an individual’s accomplishments, his or her potential for growth, the diversity of perspective that one will bring, and the unique contribution which the candidate will make to the academic unit. While publications may be a
significant indicator of future success, they are not the only indicator, nor are they solely indicative of the value of a candidate to a department.

Search committees must also eliminate biases which may subconsciously intrude in their evaluation of a candidate. Degrees, for instance, from women’s colleges or southern universities must not be automatically seen as inadequate; reference letters from individuals not known to search committee members should not be given less credence and importance than letters coming from colleagues; scholarship on feminist or minority issues should not be devalued because some may believe that it is not “in the mainstream.” It is vital to eliminate from the evaluation process any stereotypical ideas based on the candidate’s race, color, religion, national origin, age, sexual orientation, disability or gender. Notions, for instance, that women are more transient than men and not interested in long term careers, or that an individual with a disability might require an expensive accommodation should not preclude them from consideration. Applicants with disabilities should be evaluated in terms of the actual job requirements and thought given to reasonable accommodations that can be made to enable them to fill the position.

Final screening decisions should be made by the entire committee, even if subcommittees were formed to make the initial screening decisions. Based on their evaluations, the committee either decides as a whole who will be interviewed or makes that determination in consultation with the individual to whom they report. Documentation of the committee’s deliberations must include the “rationale” for eliminating any candidate from further consideration.

A. THE INTERVIEW REQUEST

Prior to scheduling and conducting interviews with candidates, the FAM designee shall add the names and contact information into FAM (Main Menu, Data Entry Menu, "Enter a New Applicant”, Appendices B & C). Individuals are selected for interviews using the Faculty Applicant Monitoring System (Main Menu, "Select Applicants”, Appendix B). After interviewees have been selected, the school dean’s office first approves the request. It is then forwarded to the Office of Equal Opportunity for review and approval. The applicant/interviewee list should not only include the names of all persons who have applied for the position and those checked for interviews, but must reveal specific work-related reasons why applicants were not selected for interviews. For convenience, a drop-down menu of rejection reasons appears in the “Rej Cd” field of FAM’s interviews/offers screen (Appendix F). If cited reasons do not apply, type other rejection reasons in the “Rejection Reasons” field. Once Affirmative Action approval has been given, acknowledgement will appear in the “AAOIntAppDt” and “AAO Staff” fields on a position’s interviews/offers screen (Appendix F). Unless an Affirmative Action exception is granted, a request to interview must result in an interview.

Protected class members are afforded a second review of their credentials as a part of the university’s commitment to affirmative action and its effort to increase the number in academic positions.

Whenever demographic data collected by the Affirmative Action Office reveals underutilized protected class members (women and minorities)
in the applicant pool, the Office of Equal Opportunity Director will ask the search committee via memorandum to conduct a second review of the materials of these candidates (Appendix J).

After the Office of Equal Opportunity has granted approval to commence the interview process, the search committee should plan interview schedules in cooperation with the appropriate university official(s), faculty and the campus community. Similar arrangements for travel, lodging and other necessities should be offered to all interviewees. Lodging one candidate at the home of a committee member and others at a no frills motel may leave the university vulnerable to a complaint of disparate treatment from one or more of the candidates.

Each candidate invited to participate in interviews should be provided with the following information prior to his or her visit to campus:

- Information regarding the university’s policy and procedures concerning people with disabilities and the reasonable accommodation process
- A packet of information pertaining to the position vacancy
- A packet of materials/information describing the university
- A clear itinerary for the on-campus visit (who, when, where, etc.)

The interview schedule should afford candidates sufficient time for occasional respites between sessions and the opportunity to review their own requirements concerning the position vacancy with the search committee. The interview schedule should also allot time for an informational tour of pertinent IUPUI facilities and the local community.

In structuring either telephone or face-to-face interviews, it is important to remember that consistency, fairness, and job-relatedness are paramount to ensuring that equal opportunity prevails.

A well-planned interview will be based on the committee’s prior decisions concerning many of the following considerations:

- Who will meet with the candidate while he/she is on campus, and in what setting?
- As a part of the candidate’s visit to campus, will he/she make a formal presentation to the committee or other members of the campus community?
- What general areas will be covered by the interview questions and who will lead the discussion or formulate the questions?
- Will the committee discuss the candidate’s performance immediately following the conclusion of each interview or will the committee wait for the last scheduled interview to conclude prior to discussing each candidate’s performance?

Search committees should consider the following strategies in structuring the interview process, whether the session takes place via telephone, in person or video conferencing:

- A list of interview questions should be prepared and agreed upon by committee members prior to commencing with telephone and/or face-to-face interviews
• The same list of questions should be asked of all candidates, with questions divided among committee members who each ask the same question(s) in each interview.
• The applicant should be provided with a list of prepared questions prior to the interview in order to facilitate the discussion.

To avoid unlawful inquiries, everyone participating in the interview process should be acquainted with the interview guidelines (Appendix I) provided by the Office of Equal Opportunity concerning pre-employment inquiries.

B. CHECKING REFERENCES

Reference checks are an integral part of the search and screen process. Search committees are encouraged to engage in a documented effort to check the background and references of any candidate recommended for employment. The purpose of reference checking goes beyond just confirming the facts presented during the interview or on a curriculum vitae. Pertinent information from past employers, colleagues and others familiar with the candidate’s experience and background provide the search committee with a more in-depth profile of the candidate.

People sometimes interview well but have a record of not actually performing as well as they have led you to believe. It is important to check out any areas which pose doubts or uncertainties for the search committee. The hour or two spent to conduct reference checks is far less than the time it would take down the road to deal with performance or behavior problems. The committee should plan what information will be solicited so that the interview will be structured and include sufficient open-ended questions for good discussion. Answers should be noted and shared with all members of the committee.

Give the referees a brief description of the position for which the candidate is being considered -- duties, responsibilities, and special demands of the position, such as teaching effectiveness, self-initiative in developing a research program -- and then solicit their opinion as to how well they believe the candidate will fit the position.

Do not ask for personal information such as marital status, age, religion, or any other information not related to the applicant’s prior job performance. Ask straightforward questions that are job related.

If references on a candidate are problematic, the search committee should check with other reliable sources to confirm the information in order to ensure that one person is not purposely and perhaps falsely giving a poor reference.

As a condition of employment and under mandate of state law, IUPUI has established a background check process that consists of two parts: the candidate will be required to complete a self-disclosure questionnaire and a consent form at the time the conditional offer of employment is extended; then a formal background check will be conducted by a firm under contract with the IUPUI campus, which will include criminal history, sex and violent offender registries. Only after all relevant forms have been signed and submitted, and the results of the completed background check have been considered at the campus and school level, will an offer be finalized. Details of the IUPUI policy and procedure for conducting background checks for
academic candidates, as well as the self-disclosure and consent forms are available from the IUPUI Academic Policies, Procedures, and Documentation website.

The search and screen process for candidates for academic appointments which carry the title of department chair or higher will require an additional credit history check and verification of state tax payment.

*No full-time academic appointment will be finally or formally approved until a background check has been completed.*
V. RECOMMENDATION OF FINALIST

A. EXTENDING THE OFFER

At the conclusion of the entire interview process, the search committee should meet to reach agreement on a recommended list of finalists for the position. Depending on the instructions provided by the hiring official, the list may be either ranked or unranked. The hiring official also specifies the number of candidates, usually three, to be considered. Rather than using strict numerical rankings, the Office of Equal Opportunity suggests also utilizing qualitative statements based on job related criteria in conveying selection recommendations.

Minutes from the committee meeting should reflect the rationale for all recommendations made. The committee's decision, with supporting documentation, should then be transmitted via memorandum to the appropriate administrator or authorized hiring official.

In turn, the appropriate administrator or authorized hiring official should advise the search committee of the final selection decision. The search committee chair or designee should notify, in writing, all applicants who were interviewed that another candidate was selected.

Prior to extending a formal offer of employment to any candidate, the hiring official must complete the FAM information pertaining to: HRMS Title Code; Administrative Title (if any) and tenure status (Main Menu, Data Entry Menu, "Edit a Vacant Position", Appendices B & C); the offer candidate and offer date; and provide disposition reasons for the rejection of other interviewees (Main Menu, "Select Applicants to Interview or Offer", Appendices B & G). Where possible, items required by the Office of Academic Policies, Procedures, and Documentation (Approval of Offer of Academic Appointment, Appendix K, and Offers of Employment Checklist, Appendix L) should be inserted into the appropriate sections of FAM’s details of offer packet (Main Menu, Data Entry Menu, "Manage Offer Packets", Appendices B, C, & H). If electronic documentation is not available, forward requisite paperwork to the Office of Academic Policies, Procedures, and Documentation. Forms and information regarding conditions of employment are available at http://www.iupui.edu/administration/acad_affairs/. Timely failure to provide these materials may cause the date of employment to be delayed. If there are unusual or special circumstances involved in your offer to a candidate, please contact the Office of the Academic Policies, Procedures, and Documentation for assistance.

All required documentation must be approved by the chairperson of the department and the dean of the school prior to submission. Conditional offer approvals from the Office of Equal Opportunity and the Office of Academic Policies, Procedures, and Documentation will appear next to the incumbent’s name on FAM’s interviewees/offers screen (Appendix G). If the desired candidate declines the offer, replace alternate's offer request and information in FAM and repeat the above offer process.

Most foreign students must have a job or a job offer before they can get a social security number. Proof of that offer usually must be in the form of a letter from the employing department. You can find a detailed description of the procedure and a template of the employer letter from the IUPUI Office of International Services.
In those instances where the hiring official deems the candidates recommended by the search committee as unacceptable, several options are available including extending or reopening the search and/or filling the position on an interim basis.

In the event the committee is unable to forward a selection recommendation, the chairperson should meet with the appropriate administrator or authorized hiring official to discuss either extending the search or closing the search as “unsuccessful.” Similarly, if an individual to whom an offer of employment has been made rejects the offer, declines to complete the self-disclosure or consent forms, the appropriate administrator or authorized hiring official may extend an offer to another candidate after securing the approval of the Office of Equal Opportunity and the Office of Academic Policies, Procedures and Documentation.

The university reserves the right to withdraw or to rescind any offer of employment (including the conditional offer of employment) based on failure to fully and truthfully disclose information, or in the judgment of the university, information developed in the course of the background check so warrants.

B. APPOINTING HRMS ELECTRONIC DOCUMENT and SUPPORTING DOCUMENTATION

Once the search has concluded with an official offer and acceptance of employment, the hiring official or designee is responsible for completing the appointing HRMS electronic document, Personal Profile Forms, and Notice of Terms of Initial Appointment. After authorized departmental and school acknowledgements, the e-doc and supporting documentation is forwarded to the Office of Policies, Procedures, and Documentation and the Office of Affirmative Action for final approval.
VI. EXTENDING OR REOPENING A SEARCH

A. EXTENDING A SEARCH

A search may be extended when the size, quality, or composition of the applicant pool is not satisfactory. Extending a search is intended to increase the number of candidates expressing interest in the position through additional recruitment efforts by lengthening the time allowed for the receipt of applications materials. There are no changes in the position description, the position is re-advertised, and the application deadline is extended. The Office of Affirmative Action should be notified via memorandum of any decision to extend a search. This notification should specify the reason(s) for the extension, the new time frame(s), any additional journals or publications which will be used to advertise the position, and any other recruitment activities. It is only after Affirmative Action approval that the position vacancy may be edited in FAM.

Current applicants should be notified, by letter, that the search has been extended. Such notice should provide information about the new application deadline. Individuals who are included in the applicant pool at the time the search is extended are ordinarily not expected to resubmit credentials.

Searches which are unsuccessful may be extended for no more than a second year, after which a new search must be initiated.

B. RE-OPENING A SEARCH

A search is closed and then re-opened when the candidate of choice declines the offer and the other candidates interviewed are unacceptable. Position vacancies should also be closed and re-opened when substantial changes in either the qualification requirements, the terms and conditions of employment, and/or the level of compensation occur subsequent to its announcement.

If the decision is made to re-open a search, the appropriate administrator or authorized hiring official must first formally close the current search by notifying the Office of Equal Opportunity Director via memorandum. Prior to initiating any recruitment activity in connection with the "re-opened" search, the authorized hiring official must also complete a new academic position vacancy in FAM. The authorized hiring official may then either convene members of the original search committee, or convene a committee comprised of all new members. If a search is re-opened, the current applicants must be informed of their status and that of the search. Normally, individuals who are included in the applicant pool at the time the search is re-opened are expected to reapply.
VII. SIMULTANEOUS FACULTY AND STAFF RECRUITMENT EFFORTS

On occasion, alternative appointment procedures are required to attract highly qualified individuals to senior level administrative positions in the various schools and/or academic support units on campus. Appointment status may be contingent on the qualifications of the recommended individual and the match between this person’s interests and the unit's particular objectives. Recruitment efforts need to be conducted in such a way as to leave open the appointment status until a specific person is invited to accept the appointment. The Office of Equal Opportunity will coordinate both types of searches and will ensure that Human Resources Administration and the Office of Academic Policies, Procedures, and Documentation are notified of any subsequent actions.

If the position is a newly created one, Human Resources Administration will be responsible for assigning a professional staff classification level to the position prior to any appointment recommendation being made. The hiring unit must submit the position description and the Essential Job Functions Form to Human Resources Administration for staff classification. Additionally, the vacant position must be entered into the Faculty Applicant Monitoring System. The advertising and screening processes may proceed in the interim, subject to the approvals ordinarily required from the Office of Affirmative Action, the Office of Academic Policies, Procedures and Documentation, and Human Resources Administration.
VIII. RECORD KEEPING

A. REQUIREMENTS

Search and screen committees are required to maintain a complete record of the search and selection process, including the committee's deliberations. The chairperson of the search committee is responsible for ensuring that the record includes the following information:

- A list of search committee members by name, position title, gender and ethnicity
- A copy of the academic position vacancy and copies of all advertisements used to announce the position
- A copy of the applicant list and copies of all application materials, resumes and/or vitas
- Minutes of all search committee meetings
- Documentation of all selection criteria utilized during the screening and interview process including a summary evaluation for each candidate. This may be accomplished by retaining rating sheets, interview evaluations, ranking summaries, or any document(s) used in the selection and recommendation process.
- A list of all persons invited to interview for the position and a copy of the core questions asked during candidate interviews
- All evaluation forms completed during the screening and interview process
- Minutes of all search committee meetings and correspondence associated with the search process

Once the search has concluded with an official offer and acceptance of employment, the chair of the search committee will forward the complete record or "search committee file" to the key administrator or his/her designee who will maintain the file for a minimum period of two years from the date of the selection recommendation.

B. FACULTY APPLICANT MONITORING SYSTEM OPTIONS: Reports and Export Data

To allow users to have access to their data in a way that gives them flexibility for reporting and analysis, "Report and Export Data" features are available from FAM’s Main Menu (Appendix B). The Export Data feature allows FAM users to export data for a vacancy to their Windows Desktop in Microsoft Excel format.
IX. REQUEST FOR SEARCH WAIVER

Occasionally, such factors as financial constraints, program continuity, extended leaves, or an unexpected vacancy may require making an academic appointment without the benefit of the normal search and screen process. In these instances, the hiring official may request an exception to the university’s search and screen procedures by forwarding a memorandum to the Office of Equal Opportunity Director stating the basis for requesting the waiver, a copy of the proposed appointee’s curriculum vitae/resume and a position description. The Office of Equal Opportunity Director will communicate approval and/or concerns regarding requests for waiver via memorandum.
X. ADJUNCT and VISITING FACULTY

Advertising and/or position vacancy announcements for adjunct and visiting faculty should appear at least once a year on the school/departmental website or in a major area newspaper. Applicants may also contact the appropriate academic department directly. The process for selecting adjunct and visiting faculty should be developed by each department or school. In consultation with department/division faculty and the Office of Equal Opportunity Director, academic departments may utilize other informal methods to recruit faculty when time is limited.

Adjunct and visiting faculty should preferably have the terminal degree in their discipline and/or have demonstrated professional experience and competence in the discipline to meet academic accreditation requirements. Each school/academic unit shall maintain a file for all individuals appointed as adjunct and visiting faculty. The file should include the individual’s curriculum vita/resume, official transcripts, employment eligibility verification, and letters of reference. Duplicate sets of these documents should be forwarded to the Office of Academic Policies, Procedures, and Documentation. Whenever possible, these documents should be obtained prior to granting a contract. In the event the documentation is not forthcoming by the end of the initial term of employment, the individual may be denied subsequent employment.
Appendices

A. IUPUI Academic Search and Screen Checklist
B. FAM Main Menu Screen
C. FAM Data Entry Menu Screen
D. FAM Position Vacancy Screen
E. FAM Sign-Off Menu Screen
F. FAM Approval Screen for Interviews
G. FAM Approval Screen for Offers
H. Offer Packet Management Screen
I. Interview Guidelines
J. Second Look Interview Memorandum
K. Approval of Offer of Academic Appointment
L. Offers of Employment Checklist
Appendix A

IUPUI Academic Search & Screen Checklist

1. **Academic Position Vacancy**
   The department chairperson or hiring designee should ensure that a position requiring a search is posted to the IUPUI Faculty Applicant Monitoring System (FAM) with a position description, proposed advertisement(s), recruitment sources, and members of the search and screen committee. After the vacancy is added to FAM, the vacancy will be placed on FAM’s “To Do” approval list for the school dean, the Office of Equal Opportunity and the Office of Academic Policies, Procedures, and Documentation. Approvals and dates will appear on FAM’s “Authorization Tab” of the vacancy.

2. **Acknowledgement of Application & the Equal Employment Opportunity Form**
   Enter the applicants’ name, address, e-mail and phone number to FAM. The Office of Affirmative Action will electronically send to, and receive back from the applicant, equal opportunity employment information. If the applicants’ e-mail address is not available, a cover letter that directs them to the on-line form will be forwarded through U.S. mail.

3. **Interview Request**
   After receiving and screen applicants, complete (by reference number) FAM’s interview request. Indicate interviews with a checkmark and date, as well as the reasons for the exclusion of other applicants. Interviews should not proceed without AAO approval. The Office of Equal Opportunity may request that a second review of protected-class applicants be conducted.

4. **Request for Approval of Candidate**
   Complete the final rank information including HRMS title code, administrative title (if any), and tenure status on FAM’s vacancy screen. Select and checkmark offer candidate and insert date of offer request. Provide reasons for the rejection of other interviewees. Insert electronic draft copy of offer letter, copy of curriculum vitae/resume and other documentation required for the level of appointment into FAM, or submit printed versions to the Office of Academic Policies, Procedures, and Documentation. After approval, The Office of Equal Opportunity and the Office of Academic Policies, Procedures, and Documentation’s acknowledgements will appear next to the incumbent. If the desired candidate declines the offer, replace alternate offer request in FAM, and repeat the process. Additionally, the candidate will be required to complete a self-disclosure questionnaire and a consent form for a formal background check.

5. **Human Resources Management Systems (HRMS) Electronic Document**
   Upon acceptance of the offer, complete the appointing HRMS Electronic Document and Personal Profile Forms. These will be routed to the Office of Academic Policies, Procedures, and Documentation and the Office of Equal Opportunity for search and screen verification and authorization to fill a position at the level and scope specified.
Appendix C

Data Entry Menu

My Department(s)

- Post A Vacant Position
- Edit A Vacant Position
- Delete A Vacant Position

- Enter A New Applicant
- Retrieve an Applicant's Record
- Manage Offer Packets

Sign-Offs

EEOJR Export (AAO Only)

Main Menu

Indiana University-Purdue University Indianapolis
**Appendix D**

**Faculty Applicant Monitor (FAM)**

<table>
<thead>
<tr>
<th>Post A Vacancy</th>
<th>Search Committee</th>
<th>Authorization</th>
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<tbody>
<tr>
<td>Position</td>
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<td>Initial Date</td>
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<tr>
<td>Phone</td>
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**INSTRUCTIONS**

- **Provide the necessary information in the Post A Vacancy tab and Search Committee tab within the field of position you have chosen.** Some information is automatically filled in based on your User ID. Unless you have specific access to view records for other departments, you will not be able to change the department code or school code.

- **Once you have completed the information for your vacancy, an email will be sent to the FAM for your department. Then school, then AAO.** You will receive an email to inform you if the position has been filled. If applicants have been obtained, you can enter the position into FAM.

- **If you inadvertently create a position, go to the Data Entry menu and press the Delete button. Select the vacancy to delete. If you need to withdraw a position, contact your Human Resources Office.**
### Appendix F

<table>
<thead>
<tr>
<th>Lname</th>
<th>Phone</th>
<th>Interview Req D</th>
<th>Rl Co</th>
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Click here to view details of vacancy  
Click here to view details of offer packet
# Appendix G

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<tr>
<th>Name</th>
<th>Frame</th>
<th>AAO Staff</th>
<th>Offer</th>
<th>Offer Req Dt</th>
<th>AAO OffApp Dt</th>
<th>AAO Staff</th>
<th>DOF OffApp Dt</th>
<th>DOF Staff</th>
<th>DOF OffApp</th>
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<th>eDoc End</th>
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<td>Person2</td>
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<td>Person3</td>
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<td>Person4</td>
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Click here to view details of vacancy  
Save & Exit  
Print Applicants  
Click here to view details of offer packet
Appendix I

Guidelines for Interview Questions

The rule of thumb: if a question is job related, it is usually appropriate to ask. If it isn’t job related, caution is in order. Any questions involving race, religion, gender, marital status, and so on must be avoided on application forms or during interviews.

<table>
<thead>
<tr>
<th>You May Ask...</th>
<th>Question &amp; Statements to stay away from.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AGE</strong></td>
<td></td>
</tr>
<tr>
<td>Are you 18 years or older?</td>
<td>How old are you?</td>
</tr>
<tr>
<td></td>
<td>When did you graduate from high school?</td>
</tr>
<tr>
<td></td>
<td>How do you feel about working for a Person younger than you?</td>
</tr>
<tr>
<td></td>
<td>You must be getting close to retirement age.</td>
</tr>
<tr>
<td><strong>GENDER</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Do you have plans for having children?</td>
</tr>
<tr>
<td></td>
<td>We need someone macho for this job. Think you can handle it?</td>
</tr>
<tr>
<td></td>
<td>Childcare is so hard to get. Do you have any baby-sitting problems?</td>
</tr>
<tr>
<td></td>
<td>How would you feel working for a man/woman?</td>
</tr>
<tr>
<td></td>
<td>Our customers sometimes prefer to be served by men. I hope you don’t have a problem with that.</td>
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<tr>
<td></td>
<td>Do you thing your woman’s intuition would come in handy on this job?</td>
</tr>
<tr>
<td></td>
<td>Tell me...how did a man come to be interested in this kind of work?</td>
</tr>
<tr>
<td><strong>DISABILITY</strong></td>
<td></td>
</tr>
<tr>
<td>Are you able to perform the duties of the Job with or without accommodation?</td>
<td>Do you have any disabilities?</td>
</tr>
<tr>
<td>If the applicant indicates he/she can perform the tasks with an accommodation, you may ask:</td>
<td>Are you in good health?</td>
</tr>
<tr>
<td>What accommodation would you need in order to perform the task?</td>
<td>Do you have any physical defects that prevent you from performing certain kinds of work?</td>
</tr>
<tr>
<td>Now that you’ve heard the hours, leave policies, and other requirements of this position, do you feel you will be able to</td>
<td>That’s a noticeable limp...Those are very Thick glasses...how severe is your disability?</td>
</tr>
<tr>
<td></td>
<td>What is the prognosis of your condition?</td>
</tr>
<tr>
<td><strong>RACE</strong></td>
<td><strong>SEXUAL ORIENTATION</strong></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>There aren’t very many minorities in our department. Will that be a problem for you?</td>
<td>Are you married?</td>
</tr>
<tr>
<td>You look like you have an interesting Family history. How would you define your race?</td>
<td>You people are so creative, you’d be just perfect for the job.</td>
</tr>
<tr>
<td><strong>RELIGION</strong></td>
<td><strong>Miscellaneous</strong></td>
</tr>
<tr>
<td>Will you be able to work the required schedule?</td>
<td>Have you ever been arrested?</td>
</tr>
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</tbody>
</table>

An employer may make medical inquiries or require a medical examination of all candidates at the stage a conditional job offer is made.

- Will you require a special leave because of your disability?
- Please list any conditions or diseases you were treated for in that last 3 years.
- How many days were you absent last year because of your illness?
- Have you ever filed for worker’s compensation?
- Have you ever been treated by a Psychiatrist or counselor?
- You mentioned your daughter has multiple sclerosis. Will that affect your attendance?
- Do you have any family members or relatives who are disabled?
<table>
<thead>
<tr>
<th><strong>How do you feel about unions?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What kind of military discharge did you receive?</strong></td>
</tr>
<tr>
<td><strong>Do you have continuing military obligations?</strong></td>
</tr>
</tbody>
</table>
MEMORANDUM

TO: Dr. ________________  
     Chair, Search and Screen  
     School of ____________

FROM: Kim Kirkland  
       Director, Office of Equal Opportunity

DATE:

SUBJECT: Department:  
Title/Rank:  
Position #:  
Reference#:

We have received your Interview Request Form relative to the above referenced academic search. Demographic data collected by this office identified protected class member(s) in the applicant pool for this position.

We are asking you to conduct a second review of the materials of the candidate(s) listed below. These individuals are afforded a second review of their credentials as a part of the university’s commitment to Affirmative Action and its effort to increase the number of protected class individuals in academic positions.

John Doe                Jane Doe

We urge you to give additional consideration to these candidates for interview. For each candidate whom you decline to interview, please provide a narrative statement detailing the reason(s) why each was not considered further. Please respond within 7 days of this letter so that we can move forward with your request to conduct interviews.

Please contact me if you have questions or need assistance.
Appendix K

APPROVAL OF OFFER of ACADEMIC APPOINTMENT
Routing & Action Form, Academic Policies, Procedures & Documentation, AO126

I. REQUEST

CANDIDATE: _______________________________________________________
DEPT: ____________________                  SCHOOL:_________________________

PROPOSED TITLE/RANK:  Check Category & Circle Appropriate Rank
Research Assoc (RSS) ___  Sr., Assoc., Asst Research Prof (RS1-RS2-RS3) ___
Acad. Specialist (UAS) ___ Sr., Trustee, Lecturer (FLS-FL5) ___ Clinical Full, Assoc.,
Asst., Lecturer (FC1-FC2-FC3-FC5) ___ Full, Assoc., Asst. Librarian (LT1-LT2-LT3) ___
Full, Assoc., Asst. Prof (FT1-FT2-FT3) ___
BEGINNING DATE: _______________________             TENURE:  Yes ___  No ___
Proposed Service Credit: ____________ (  ) If more than one year of service credit is
proposed, a separate explanation is attached

RECOMMENDED SALARY: _______________  Position #: ________________
Account#: ___________________ (  ) Replacement for ______________________;
or  (  ) New Position (please identify source of funds)

ATTACHMENTS
(  ) Affirmative Action Forms (A-2, copies 5&6), or FAM Reference______________
(  ) Candidate's Vitae Enclosed
(  ) Letters of Recommendation (at least three required for all positions, six required for
offer with tenure)

Date & Time Received In APP&D ________________

II. APPROVALS

A. _________________________________________   ____________
   Dean                                                                     Date
   Comments:

B. _________________________________________   _____________          Comments:
   Dean of the Faculties                                              Date

C. _________________________________________   _____________          Comments:
   Vice President & Chancellor                                     Date

D. _________________________________________   _____________
   President’s Office                                                   Date
   (Tenure Track Only)
OFFERS OF EMPLOYMENT CHECKLIST
A request to appoint must include the following information, arranged in the order indicated.

I. Offer with Tenure
1. _____ Completed Approval of Offer of Academic Appointment Form
2. _____ Statement from dean recommending appointment, describing special qualities candidate will bring, and assessing teaching and research potential
3. _____ Undated copy of proposed offer letter, which includes:
   a) _____ Reference to Conditions of Employment Enclosure
   b) _____ Reference to Annual, Reappointment and Tenure Reviews Enclosure
   c) _____ Reference to Fringe Benefit Schedule Enclosure
4. _____ Copy of candidate’s vitae
5. _____ Brief biographical sketch of referees and indication of relationship to candidate
6. _____ External letters of recommendation (including evaluation of teaching and research achievements)
7. _____ Interview with Dean of the Faculties or Chancellor: ____________________________ (date)
8. ____ Evidence of English language competency for candidates whose first language is not English
9. ____ Evidence of recruitment (AAO Form A-2 or FAM Reference #: _____________)

II. Tenure Track Offers
1. _____ Completed Approval of Offer of Academic Appointment Form
2. _____ Undated copy of proposed offer letter, which includes:
   a) _____ Reference to Condition of Employment Enclosure
   b) _____ Reference to Annual, Reappointment and Tenure Reviews Enclosure
   c) _____ Reference to Fringe Benefit Schedule Enclosure
3. _____ Copy of candidate’s vitae
4. _____ Three external letters of reference
5. _____ Evidence of English language competency for candidates whose first language is not English
6. _____ Evidence of recruitment (AAO Form A-2 or FAM Reference #: _____________)