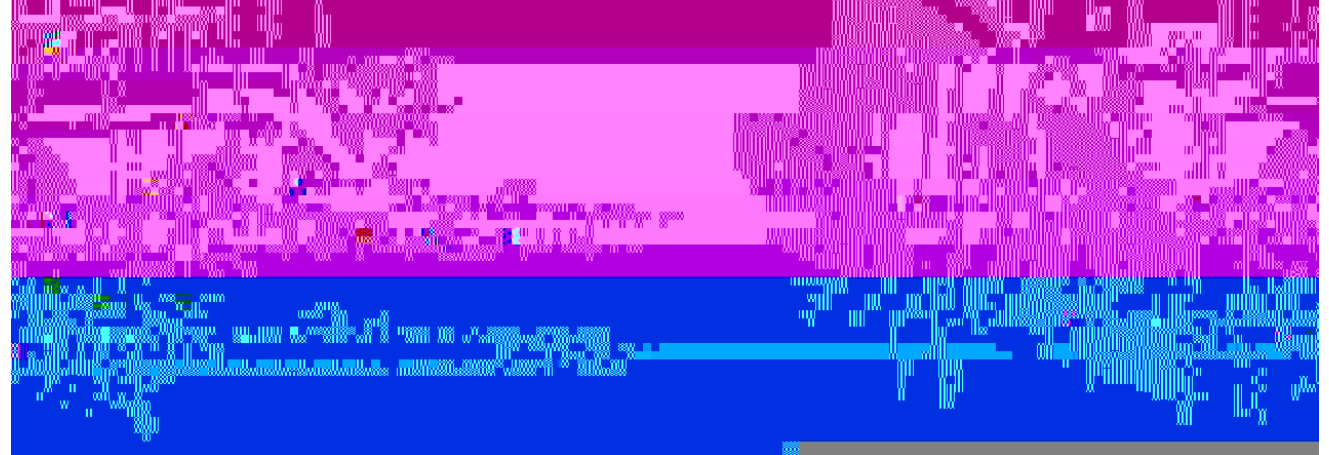
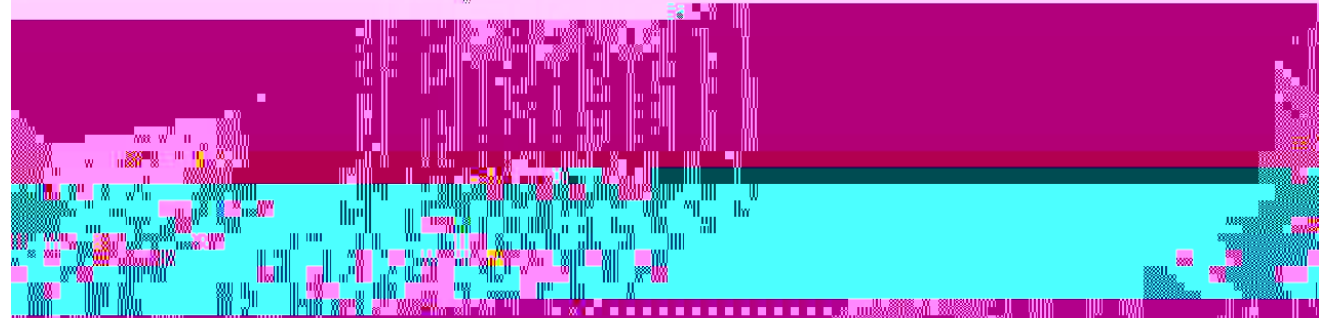




Human Resources

NICU





Office of Human Resources

Hepburn Hall room 105

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INTRODUCTION

The toolkit will provide guidance on the policies and procedures in the recruitment and selection process. It covers the planning stages of recruitment, assessment, making an offer, along with the web links. Search committees are charged with meeting the legal responsibility for affirmative action under civil rights legislation and the institution's commitment to equal opportunity. A good faith effort should be made to have more women and minority group members represented on all levels of responsibilities.

APPOINTMENT

The search committee shall be appointed by the administrator directly in charge of the department involved, in consultation with a Director.

TRAINING

Search Committee Chairs and members are required to complete two (2) on-line training modules on the topics of diversity, inclusion and managing unconscious bias. Before a search committee or interview panel is initiated, all such individuals will be asked to ensure they have completed the programs. These on-line modules are thought-provoking and serve as an excellent foundation as the committees carry-out their responsibility to facilitate the recruitment process.

SEARCH ROLES & RESPONSIBILITIES

The Role of the Chair

The Chair of the selection committee has the lead role in the recruitment process. The chair facilitates the recruitment process appropriate to the position, has a good understanding of the role being advertised, is at the managerial level. The Chair works with the Office of Human Resources. Lastly the Chair reviews the institutions current demographics to evaluate the needs.

Confidentiality

The search is a confidential tool used to appoint a candidate. Information related to the search should only be discussed among the committee members and the Office of Human Resources. Specifics that should not be disclosed to people outside of the search committee include candidates that applied, who is being considered, what schools the candidates attended or worked. Any breach in confidentiality will result in termination of the search.

Search Committee Composition

A search committee comprised of a diverse membership is essential to ensuring a broad range of perspectives, ideas and experiences are considered during each selection process. When considering composition, in addition to the breadth and depth of each member's viewpoint

Short-listing is conducted independently by all members of the Selection committee. Members make notes about each applicant prior to meeting as group to determine who should be shortlisted. The Chair should compose a composite matrix to determine the top shortlisted candidates.

The committee should meet to compare each shortlist and reach a consensus on who is to be interviewed. The meeting will be facilitated by the Chair. The meeting should establish:

- The candidates to be interviewed. (using the composite matrix of shortlisted candidates).

- The questions that are asked in the interview.

- The type of interviews for the candidates who cannot attend in person (skype or phone)

- Tasks or presentations that will be a part of the interview process.

The materials for the committee should be uploaded in Taleo by the Chair or designee and agreed upon by all members of the committee. It should include a summation of each candidate that was interviewed, questions asked by committee, etc.

The committee should have the questions to test the candidate's skills, knowledge, competencies, previous experience, and understanding of the requirements expected for the position. Questions should be specific to show how candidates handled situations.

Examples include:

- Can you describe a stressful situation you dealt with at work which demonstrates your ability to cope?

- As a supervisor have you ever encountered a situation where you implemented a policy or procedure and the staff did not agree? What happened and how did you resolve the situation?

- Give an example of a time when you managed a project that failed, what did you learn from the experience?

Any interview process that includes presentations or preparing responses to questions in advance, ample notice should be given to each candidate prior to the interview (a minimum of 2 days' notice).

INTERVIEWS

The chair/ designee is responsible for contacting candidates to arrange interviews. This is the first opportunity to speak to candidates to establish rapport. *Interviews can be conducted in person, skype or by telephone.*

Conducting the Interview

Successful interviews allow information to flow between the candidate and committee members.



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Avoid Discriminatory Questions in the Interview Process

Family – Marital Status Protected by Law Against Discrimination: Gender

| <u>Prohibited Questions</u> | <u>Protected Status</u> | <u>What you can ask</u> |
|---|------------------------------------|---|
| Are you married? What is your marital status or civil union status? | Marital status and gender | Nothing, (please refrain from asking the question) It is Illegal |
| Do you have children? Are you planning on starting a family? | Family Status; Sex, discrimination | If travel is involved; What are your career goals? |
| What childcare arrangements have you made? | Gender, marital status, family. | Can you work rotating shifts? Hours are 6:00 am – 3:00 pm, can you work Overtime if overtime is involved? |

Race; National Origin; Ancestry Protected by Title VII and Law Against Discrimination

| <u>Prohibited Questions</u> | <u>Protected Status</u> | <u>What you can ask</u> |
|------------------------------|--|---|
| What languages do you speak? | National Origin; ancestry. | Ask about language skills, only if language skills are required for the job. “Can you speak ___?” |
| What country are you from? | National Origin | If hired, can you furnish proof of eligibility to work in the United States? |
| Have you ever been arrested? | Possible race discrimination. | Have you ever been convicted of a crime? |
| What is your maiden name? | Marital status; national origin; ancestry; sex | If is necessary to check the work history, ask “Is additional information relating to use of nickname or changed name necessary to enable a check on your work record?” |

Religious Discrimination Protected by Title VII and Law Against Discrimination

Prohibited Questions



Disability Protected by Law Against Discrimination and American Disabilities Act

| | | |
|--|-------------------|---|
| <p>Do you have any health problems? Physical problems? Injuries?</p> | <p>Disability</p> | <p>“The hiring process involves (test, interview, and job demonstration) will you need a reasonable accommodation for this? (Only if the question will be asked to every applicant)</p> |
| <p>Have you ever been treated for any of the following medical conditions? Have you even been hospitalized? How many sick days did you take from work last year?</p> | <p>Disability</p> | <p>“Describe how you will perform (certain job-related tasks)” Ask only if all applicants are asked the question.</p> |
| <p>Will you need medical leave? Are you currently taking any medications?</p> | <p>Disability</p> | <p>Refrain from asking even if there is a known disability.</p> |

FACULTY INTERVIEW QUESTIONS

| | |
|--|--|
| <ol style="list-style-type: none"> 1. Describe your teaching style. 2. Describe your teaching philosophy? 3. How do you engage students, particularly in a course for non-majors? 4. Share your ideas for professional development. 5. In your opinion, how should the workload of a faculty member be split and into what area? 6. What changes have you brought to the teaching of ____? 7. What courses have you created or proposed in the last five years? 8. What do you think are the most important attributes of a good instructor? 9. How do you define good teaching? 10. Do you think there is a difference between a teacher and an educator? Explain 11. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development? | <ol style="list-style-type: none"> 12. How do you feel your teaching style can serve our population of students? 13. In what professional development activities have you been involved with over the past few years? 14. What type of committees have you worked on? What did you contribute? 15. What pedagogical changes do you see on the horizon in your discipline? 16. How would your background and experiences strengthen this academic department? 17. How do you adjust your style to the less-motivated or under prepared student? 18. Have you involved your students in research? 19. What are the most recent book and article that you've read? 20. What are your research interests? |
|--|--|



FREQUENTLY ASKED QUESTIONS

Yes, a Department Chair, Director or Supervisor may serve on a search committee. It is not a conflict of interest for the Department Chair or Supervisor to serve as the Chair of the search committee.

Search committees must consult with the Vice President or Dean to determine what funds are available for travel costs.

The job posting can be sent to candidates to enhance the recruiting efforts. HR should be consulted if a member of the search committee knows the candidate and feels that they cannot be unbiased.

The hiring official may ask the search committee to consider other candidates in the pool; no candidate should be selected that did not apply. In the event a candidate is not selected, HR must be consulted before any action is taken

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