

FACULTY HIRING PROCESS



PRESENTED BY THE
WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

Tommy Martin, Equal Opportunity Specialists

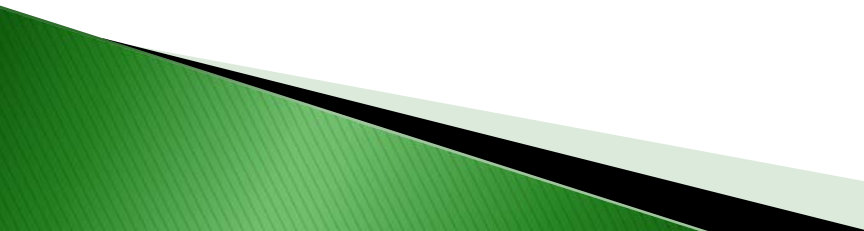
May 19, 2014

Pre-Search Planning

OEO Hiring Plans

<http://oeo.wayne.edu/hiring-process.php>

Requisition (Job Posting)

- ▶ Talk to your Business Manager or Personnel Officer about creating the position requisition
 - ▶ Consult your Academic Personnel, HR Consultant or EO Specialist to discuss
 - Must-have qualifications
 - Screening questions to refine your pool
 - Designating supporting documentation (e.g., writing sample, publications, certifications, etc.) to be provided by applicants
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ONLINE HIRING SYSTEM

<http://jobs.wayne.edu>

Online Hiring System

- ▶ The search committee chair or designee, submits the OEO Hiring Plan for the vacant position(s).
- ▶ Definition of Applicant: Wayne State University deems a person an “applicant” when they have applied for a position using the Online Hiring System.
- ▶ The Hiring Manager for the school or college will post the position on the Online Hiring System by completing a requisition.
 - A posting number is generated along with the Quick-link.

EO Hiring Plan Forms

▶ **Non-Tenure-Track Faculty**

(Lecturer, Instructor, Clinical, Research, Other)

- Obtaining full-time data from EO
- Preparing Non-Tenure-Track Forms

▶ **Tenure/Tenure-Track Faculty**

(Assistant, Associate and Full Professor)

- Applying full-time faculty data from the Affirmative Action Status Report to the Board of Governors
- Relating full-time faculty data to national availability statistics
- Preparing the Tenure/Tenure-Track Forms

PART I:

SCHOOL/COLLEGE/DIVISION:	DATE:
DEPARTMENT/UNIT:	POSITION #:
CLASSIFICATION/RANK: <input type="checkbox"/> Assistant Professor <input type="checkbox"/> Associate Professor <input type="checkbox"/> Full Professor <i>(Check all that apply)</i>	

A. Availability Data: List the information requested in the box below for **underutilized** groups only.

	Women	Total Minorities	African American	Asian / Pacific Islander	Hispanic	Native American/ Alaskan Native
% Availability						
% Utilization						
WSU Difference %						

B. Search and Recruitment Activities: List all publications, search and recruitment activities, etc., planned for this position posting. Include special efforts to recruit women and/or minorities, position advertising and mailings, and any other relevant elements of the search plan.

Type of Contact	Date(s)

PART I:

Department / Unit Contact:

(This is where the form will be forwarded once it has been approved by OEO)

Name:

Campus Mail Address:

Campus Phone:

Email:

Fax No.:

Approved by:

Chairperson/Director Signature Date

Dean Signature Date

Print Name

Print Name

OEO USE ONLY

Office of Equal Opportunity (OEO): Review
Deficiencies:

Director / EO Specialist

Date

Deficiencies resolved:

PART II:

SCHOOL/COLLEGE/DIVISION:	DATE:
DEPARTMENT/UNIT:	POSITION #:
CLASSIFICATION/RANK: <input type="checkbox"/> Assistant Professor <input type="checkbox"/> Associate Professor <input type="checkbox"/> Full Professor <i>(Check all that apply)</i>	

A. S/C/D Composition

Chair/Head of Department/Unit:

Name _____ Rank _____

MALE FACULTY MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

FEMALE FACULTY MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

B. Search Committee Composition

Search Committee Chair:

Name _____ Rank _____

MALE COMMITTEE MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

FEMALE COMMITTEE MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

PART III:

SCHOOL/COLLEGE/DIVISION:	DATE:
DEPARTMENT/UNIT:	POSITION #:
CLASSIFICATION/RANK: <input type="checkbox"/> Assistant Professor <input type="checkbox"/> Associate Professor <input type="checkbox"/> Full Professor <i>(Check all that apply)</i>	

A. Total number of all applicants: _____

B. Summary of names and demographic characteristics of seriously considered candidates only.
NOTE: Use "unknown" only if a good faith inference cannot be made regarding characteristics.

For each seriously considered candidate who is not chosen as a finalist, the department/unit must be able to provide the specific reason for rejection along with supporting documentation. This information must be retained in the department for two years after the effective date of the new hire.

Work eligibility Codes:

- 1 = U.S. Citizen
- 2 = Permanent Resident
- 3 = Foreign National (not a Permanent Resident)
- U = Unknown

Race ID Codes:

- WH = White/Caucasian
- BL = Black/African American
- HO = Hispanic
- AS = Asian/Pacific Islander
- NA = Native American/Alaskan Native
- U = Unknown

Gender Codes:

- M = Male
- F = Female
- U = Unknown

Name(s) of Seriously Considered Candidate(s)	Work Eligibility	Race	Gender	Name(s) of Seriously Considered Candidate(s)	Citizenship	Race	Gender

C. Semi-Finalist Section: Those to whom an invitation to campus for an in-person interview was made.

Semi-Finalists	Work Eligibility	Race	Gender	Date(s) of Interview(s)	Reason Semi-Finalist Not Advanced

D. **Finalist Section:** Those to whom an offer might be made. List in priority order with the most qualified first and the least qualified last.

Finalists	Work Eligibility	Race	Gender	Date(s) of Interview(s)	Date Offer Tendered	\$ Amount Offered	Date Finalist Candidate Rejected Offer and Reason

Department / Unit Contact:
(This is where the form will be forwarded once it has been approved by OEO)

Name: _____ Campus Mail Address: _____

Campus Phone: _____ Email: _____ Fax No.: _____

Approved by: _____ Date _____ Dean Signature _____ Date _____

_____ Date _____

Print Name _____ Print Name _____

OEO USE ONLY

Office of Equal Opportunity (OEO): Audited

_____ Date _____

Director / EO Specialist _____ Date _____

RECRUITMENT

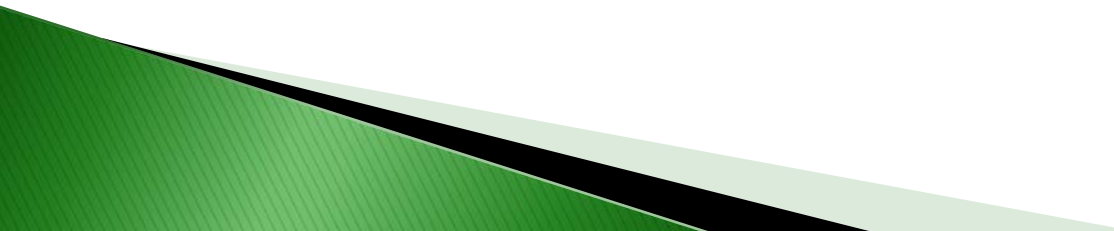
See our Guide to Successful Searches and our Diversity Related Publications for Faculty Hiring Plans at our website under "Faculty Hiring Process".

www.oeo.wayne.edu/hiring-process.php

Increasing the odds: General Recruiting Strategies

- ▶ Begin searches before the busiest competitive period.
- ▶ Balance the composition of the search committee.
- ▶ If there is a choice of specialty areas, consider searching for either, rather than selecting one.
- ▶ Use a personal approach in recruiting applicants.
- ▶ Closely monitor the flow of applications; re-advertise or undertake additional recruiting efforts if necessary
- ▶ Contact the Human Resources Consultant/Equal Opportunity Specialist assigned to your school, college, or division for assistance in formulating and executing the search plan.

What are the University's Recruitment and Retention Goals?

- ▶ Establish diverse pools of quality candidates.
 - ▶ Screen, evaluate and select the best candidates.
 - ▶ Document the search process: compliance with Federal and State laws, for which Affirmative Action is required.
 - ▶ Select the best qualified candidate.
 - ▶ Provide new employees with the tools to succeed.
 - ▶ Build in measures to retain the selected candidate.
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Outreach Sources

Expanding Recruiting Efforts for Minorities, Women and Other Underrepresented Groups

- ▶ Minority and women scholarly organizations and program offices
- ▶ Internet discussion groups, i.e. list serves
- ▶ Minority and women faculty (internal and external)
- ▶ Journals targeted at women and minority readerships
- ▶ Ethnic studies departments (for relevant disciplines)
- ▶ Minority and women doctoral directories
- ▶ Historically Black and Hispanic Colleges and Universities and other predominately minority institutions
- ▶ Conferences and scholarly presentations

The OEO has a large list of Diversity Related Publications for Faculty Hiring needs.



Searches

Fair Screening and Selection

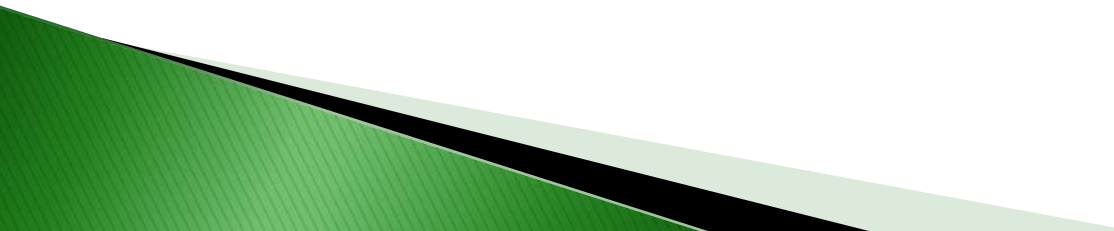


Key Objectives

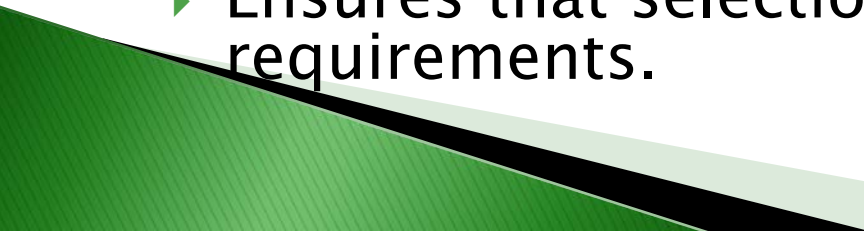


- Non-discriminatory
- Consistent
- Objective
- Diverse Pool
- Best Qualified Candidate

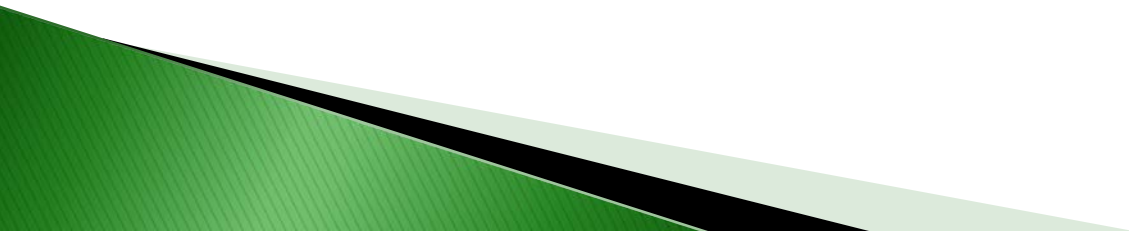
Structure the Selection Process

- ▶ Applicant Screening Checklist
 - ▶ Candidate Rating Form (if available)
 - ▶ Consistency of Core Interview Questions
 - ▶ Individual Ratings and Group Evaluations
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Advantages of a Structured Selection Process

- ▶ Creates focused search committee where all members are accountable to each other for selecting a quality candidate.
 - ▶ Allows search committee members to ask questions and have discussions regarding the candidates qualifications and allows the committee to stay on point, reducing personal biases.
 - ▶ Ensures that candidates are evaluated on a consistent basis.
 - ▶ Ensures that selections are based on specific job requirements.
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INTERVIEWS

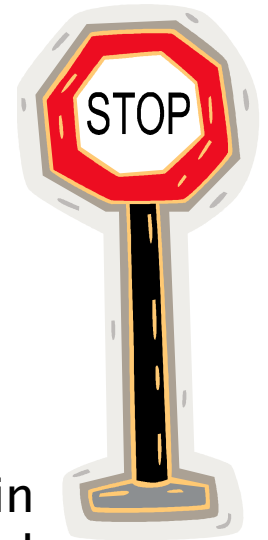


Job Interview Guidelines: Disabilities

- The Americans With Disabilities Act (ADA) prohibits inquiries that elicit information about an applicant's disability or history of disability during the pre-offer stage of the hiring process.
 - If an applicant has a known disability or has volunteered information about a disability, the interviewer may not question:
 - The nature or severity of the disability.
 - The condition causing the disability.
 - Any prognosis or expectation regarding the condition or disability.
 - Whether the disability will require treatment or special leave.
 - The search committee should provide a copy of the job description to the candidate. It is permissible to ask if the applicant can meet these requirements.
 - If applicants have known disabilities that might interfere with or prevent performance of job functions, the interviewer is permitted to ask the applicant to describe or demonstrate how these functions will be performed.
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Avoid Statements Which COULD be Construed as Discriminatory

- Candidates should not be questioned about child-care arrangements, plans for family, etc.
- Discussion of marital status should not be initiated by the search committee.
- Avoid referencing such issues as race, religion, national origin or gender as subjects of discussion. For example, “You would be the only African-American in the department. Would that make you uncomfortable?”
- Avoid expressing opinions about University social life, which could be interpreted as discouraging women, unmarried persons or minority candidates. If asked, provide factual information. However, leave the appraisal to the candidate.



OTHER ISSUES

Document, Document, Document...



Key Objectives



- Document the selection of the candidate and/or the fairness of the search in the event your department is called upon to support the hiring decision.
- Comply with University, Federal, and State requirements to retain a complete record of the recruitment and selection process for three years.
- Use the Online Hiring System posting “Notes/History” to document each step of the process to maintain a compliant record of the search.

Record Keeping

- ▶ All “good faith efforts” of the search should be documented in detail (dates, names, location and results of personal contacts).
- ▶ At minimum, the search files should contain:
 - Copies of announcements, advertisements and other solicitations for applications and nominations.
 - Applications and supporting materials.
 - Reference checks.
 - Record of communications with applicants, including all applicant and nominee correspondence.
 - Record of screening and selection criteria.
 - Candidate assessments.
 - Retain records for three years.

ELECTRONIC & PAPER HIRING RECORDKEEPING CHECKLIST

For Non–Academic, Academic Staff, Executive and Faculty Positions

For all recruitment, selection and interview processes, WSU requires the hiring unit to complete and maintain files with the following documentation for no less than two years:

- ▶ A copy of the approved Requisition
 - Located in the Online Hiring System
- ▶ Copies of any external advertisements
- ▶ A copy of the candidate interview itinerary during their visit to campus, (include breakfast, luncheons or dinners and seminars and lectures and presentations)
- ▶ Copies of any paper, email or fax correspondence to applicants during the search process (include notice letters that the position has been “filled”, notices of returned resumes, notices that the posting has “closed”)

ELECTRONIC & PAPER HIRING RECORDKEEPING CHECKLIST (continued)

- ▶ Electronically move all the applicants through the screening and selection process by using the Online Hiring System to change the applicant's status, e.g., "search committee review, interviewed, not interviewed/not hired, interviewed/not hired, offered job"
 - This creates a record of each applicant's progress through the search process in the Online Hiring System
 - Search Committee may make notes in the Online Hiring System to document special circumstances for withdrawal, rejection of offer or reasons denied an interview
 - Acceptable comments
 - Not acceptable

- ▶ Include the interview dates of interviewees or "seriously considered candidates" in the "Notes/History" section of OHS

- ▶ Interview notes or a summary of interview notes or rating sheets

- ▶ List of candidates who received an offer for employment with salary offer amount
 - You may list this information in the "Notes/History" section of the Online Hiring System and Part III of the OEO Hiring Plan

ELECTRONIC & PAPER HIRING RECORDKEEPING CHECKLIST (continued)

- ▶ **Name of the candidate that accepted the offer of employment and was actually hired into employment at WSU. This information must include:**
 - **Position Number**
 - **First and Last Name**
 - **Date of Birth**
 - **Banner ID**
 - **Base Salary Amount**
 - **Hire Rank (if applicable)**
 - **Letter(s) of Offer**
 - **Letter(s) of Recommendation/Reference**
 - **Copy of the OEO Hiring Plans (Faculty Only)**
 - **Hire Date**
 - **A copy of the Posting**

ELECTRONIC & PAPER HIRING RECORDKEEPING CHECKLIST (continued)

- ▶ A copy of the approved Banner HRMS New Hire Form
- ▶ Complete the Post-Hire Detail information in the Online Hiring System
- ▶ Close the position posting in the Online Hiring System and communicate to any outstanding applicants that the position has been filled

*The complete file must be kept in the
Division/Department for two years after the
date of hire.*

Questions?