

FACULTY HIRING PROCESS: THE SEARCH COMMITTEE

Presented by:

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The Legal Foundations of the Recruitment and Search Process

APSU is a federal contractor. Therefore, the University is obligated to work within a framework of federal/state laws and regulations regarding equal employment opportunity (EEO) and affirmative action.

- Titles VI and VII of the Civil Rights Act of 1964, as amended
 - Equal Pay Act of 1963, as amended
- Age Discrimination in Employment Act (ADEA) of 1975
 - Title IX of the Educational Amendments of 1972
 - Pregnancy Discrimination Act
 - Executive Order 11246, as amended

The Legal Foundations of the Recruitment and Search Process (cont.)

APSU is a federal contractor. Therefore, the University is obligated to work within a framework of federal/state laws and regulations regarding equal employment opportunity (EEO) and affirmative action.

- The Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), as amended
 - Lilly Ledbetter Fair Pay Act of 2009
 - The Immigration Reform and Control Act of 1986
- Americans with Disabilities Act (ADA) of 1990, as amended
 - Section 503 of the Rehabilitation Act of 1973

The Business Case for Diversity

“The diversity of a university’s faculty, staff, and students influences its strength, productivity, and intellectual personality.”

The Business Case for Diversity (cont.)

University Strategic Plan Goal 4: Diversity

Diversity, an embedded piece of Austin Peay's mission and vision, will gain renewed focus in the strategic plan as ***the institution seeks to build a climate of inclusion that will facilitate access and foster enrollment growth and student success.***

PRIORITY 4.2 • RECRUIT AND RETAIN A DIVERSE FACULTY AND STAFF

- ***Objective 4.2.1 - Recruit and retain diverse faculty (part-time, full-time) from identified underrepresented groups that mirror student population.***
- **Objective 4.2.2 – Recruit and retain staff from underrepresented groups that mirror student population.**
- **Objective 4.2.3 – Recruit and retain administrators from underrepresented groups.**

Reviewing and Evaluating Applicants



Improving Diversity, Equity, and Inclusion within the Search/Selection Process

Implicit (Unconscious) Biases

- Attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.
- Encompasses both favorable and unfavorable assessments.

Improving Diversity, Equity, and Inclusion within the Search/Selection Process

Implicit (Unconscious) Biases

Be aware that we develop biases

- Over the course of a lifetime beginning at a very early age through exposure to direct and indirect messages.

And that

- The media and news programming are often-cited origins of implicit associations.

Improving Diversity, Equity, and Inclusion within the Search/Selection Process

Common Interview Biases

- **Stereotyping Bias** – Forming an opinion of someone based on
 - Gender
 - Gender Identity/Expression
 - Sexual Orientation
 - Ethnicity
 - Race
 - National Origin
 - Age
 - Appearance
 - Religion
 - Disability

Improving Diversity, Equity, and Inclusion within the Search/Selection Process

Common Interview Biases (cont.)

- **First Impression Bias** – Making judgements about an interviewee based on their first impression being positive or negative.
- **Confirmation Bias** – Making a decision based on perceived truths about an applicant and then spending the rest of the time trying to justify the bias.
- **“Similar to Me” Effect** – Thinking highly of someone who has a similar mind set, similar cultural similarities, or similar personality to the interviewer.

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Common Interview Biases (cont.)

- **Halo Effect** is when the interviewer lets one positive fact about an applicant overshadow everything else they say or do.
- **Horn Effect** is when the interviewer allows a weak fact to influence everything else.
- **Contrast Effect** – Tendency to compare the latest resume/interviewee to the one right before.

Improving Diversity, Equity, and Inclusion within the Search/Selection Process

Common Interview Biases (cont.)

- **Intuition Bias** – Selecting (or not selecting) an applicant based on the interviewer’s “feelings” instead of focusing on the candidate’s actual abilities.
- **Affinity Bias** – The interviewer feels a natural affinity towards an applicant due to something they have in common.
- **Nonverbal Bias** – undue emphasis might be place on nonverbal cues that have nothing to do with the job, such as loudness or softness of voice, or the type of handshake given.

Duties of the Search Committee

- Develop Search Rubric
- Review and analyze applicants
- Complete Reference Checks
- Determine applicants to interview – Initial and Final
- Interview Applicants
- Recommend applicant for hire
- **Maintain Confidentiality**

Duties of the Search Committee: Initial Interviews

Search Committee will review search rubrics and deliberate. Decide on applicants to interview.



Chair of Search Committee will “recommend applicants for Initial interview” via PeopleAdmin.



Applicants not recommended for initial Interview: Chair of Search Committee Chair (via PeopleAdmin) will choose the reason that the applicant was not recommended to move forward.

Duties of the Search Committee:

Initial Interviews

- OEAI is electronically notified
- OEAI will review and “approve applicants for initial interview” in PeopleAdmin.
- OEAI will send email to Chair of Search Committee and Chair of the Department approving list.
- Search Committee - Make an appointment with each applicant to be interviewed; Take notes and evaluate candidates. (*See Search Committee Interview Evaluation Form*)

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Search Committee Interview Evaluation Form

NAME OF APPLICANT	
POSITION APPLIED FOR	

Note briefly topics discussed, questions asked and answers received.

BASED ON INTERVIEW	
APPLICANT'S STRONG POINTS	APPLICANT'S WEAK POINTS

OVERALL EVALUATION:

<input type="checkbox"/>	ACCEPTABLE CANDIDATE
<input type="checkbox"/>	UNACCEPTABLE CANDIDATE

Person Conducting Interview	
Date	

Duties of the Search Committee:

Final Interviews

Based on the results from initial interviews and results from Search Committee deliberations, committee will choose the applicants to interview.



Chair of Search Committee will recommend “applicants for Final Interviews” in PeopleAdmin.



Applicants not recommended for Final Interview: Chair of Search Committee Chair (via PeopleAdmin) will choose the reason that the applicant was not recommended to move forward.

- Complete Reference Checks (3 for each applicant).

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Reference Check Form

Name of Applicant	
Position Applied For	
Reference Contacted	
Telephone Number	
Type of Reference Contacted (check one)	<input type="checkbox"/> Profes <input type="checkbox"/> sional <input type="checkbox"/> Curre <input type="checkbox"/> ht <input type="checkbox"/> Emplo <input type="checkbox"/> yer
<i>Information obtained (work performance, honesty, attendance, punctuality, cooperation, etc.).</i>	
Call placed by	
Date	

Duties of the Search Committee: Final Interviews

- OEAI is electronically notified
- OEAI will review and “approve candidates for final interviews” in PeopleAdmin.
- OEAI will send email to Chair of Search Committee and Chair of the Department approving list.
- Search Committee - Make an appointment with each applicant to be interviewed; Take notes and evaluate candidates. (See *Search Committee Interview Evaluation Form*)

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Search Committee Interview Evaluation Form

NAME OF APPLICANT	
POSITION APPLIED FOR	

Note briefly topics discussed, questions asked and answers received.

BASED ON INTERVIEW	
APPLICANT'S STRONG POINTS	APPLICANT'S WEAK POINTS

OVERALL EVALUATION:

<input type="checkbox"/>	ACCEPTABLE CANDIDATE
<input type="checkbox"/>	UNACCEPTABLE CANDIDATE

Person Conducting Interview	
Date	

The Structured Interview Initial and Final

1. Ask only for information that will serve as a basis for the hiring decision.
2. Develop a list of questions prior to the interview (same questions for each applicant).
3. Questions must be specific to the job duties/responsibilities.
4. Take Notes. Notes must be submitted with the **Search Committee Evaluation Form.**

The Structured Interview Initial and Final (cont.)

5. **Search Committee Evaluation Forms** must be completed and signed by each search committee member for each candidate interviewed (initial and final interviews).
6. Teaching Observation
7. Presentation/Research Seminar/Open Forum

***** (Presentations/Forums - If you send CVs/Resumes out to your department or university community, redact personal phone numbers, addresses, etc.) *****

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Teaching Observation Comment Form

NAME OF APPLICANT	
POSITION APPLIED FOR	

Please note observations below.

COMMENTS	
APPLICANT'S STRONG POINTS	APPLICANT'S WEAK POINTS

APSU Affiliation: Faculty
Staff
Grad Student
UG Student



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Presentation/Research Seminar Comment Form

NAME OF APPLICANT	
POSITION APPLIED FOR	

Note briefly topics discussed, questions asked and answers received.

COMMENTS	
APPLICANT'S STRONG POINTS	APPLICANT'S WEAK POINTS

APSU Affiliation: Faculty
Staff
Grad Student
UG Student



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Open Forum Comment Form

NAME OF APPLICANT	
POSITION APPLIED FOR	

Please note observations below.

COMMENTS	
APPLICANT'S STRONG POINTS	APPLICANT'S WEAK POINTS

APSU Affiliation: Faculty
Staff
Grad Student
UG Student



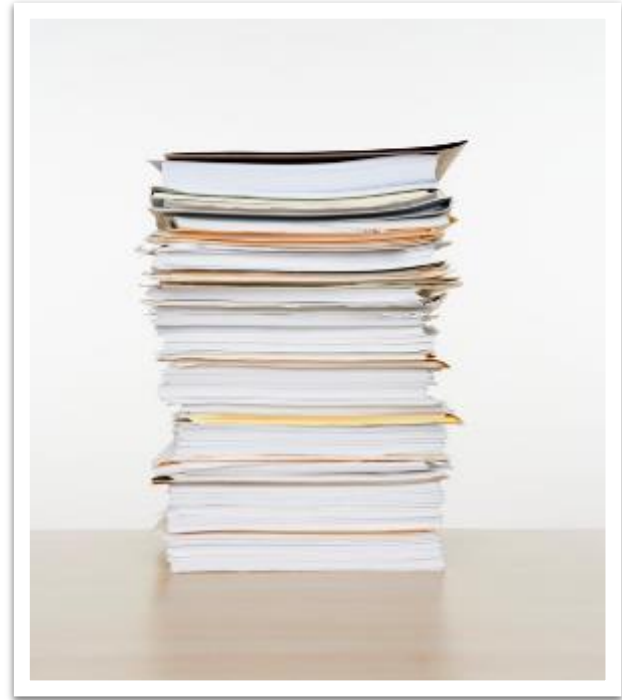
Recommendation



Recommendation

- Committee deliberates.
- Search Committee Chair informs Department Chair of the Search Committee's recommendation.
- Department Chair will “recommend candidate for hire” and initiate the “hiring proposal” via PeopleAdmin.
- When received - OEAI will review/approve the hiring proposal and move it in the workflow to Human Resources (HR).

Documentation



Documentation

- **Committee Chair will collect:**
 - Search rubrics;
 - Interview questions and answers;
 - Search committee evaluation forms signed by each committee member;
 - Teaching Observation Comment Forms, if applicable;
 - Presentation/Seminar Comment Forms, if applicable.
 - Open Forum Comment Forms, if applicable.
- Department Chair will forward all documentation to OEAI.
- ***Why?***

Documentation

- ***Federal Laws require that employers maintain records of all job applicants, including but not limited to, applicants interviewed and the reasons for the decision to hire or not to hire.***

AND

- ***APSU is a federal contractor and thus, OEAI has to certify that APSU has followed equal employment opportunity and affirmative action procedures.***

Contact Information

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Office of Equity, Access, & Inclusion

Thank you for attending!

Questions?

