Hiring and Recruiting

- Faculty Appointment Procedures Manual (including links to Appendices)
- Advertising and Recruitment Sources
- Interview Guide
- Recruitment Strategies
- Faculty Recruitment (text of brochure)
- Top 10 Ways to Make UVA the Institution of Choice for Women and Minorities
- Guidelines for Evaluating Commitment to Equal Opportunity

Faculty Appointment Procedures Manual

Table of Contents

General Statement and Purpose
The Search Committee
Confidentiality
The Job Description
The Search
Review of Applications
Interviews

Interview Guide
Summations and Recommendations
Documenting the Search
Appendices
Recruitment Strategies
Advertising and Recruitment
Resources

Appendices

Notice:

As of March 21, 2005 all Faculty Recruitment components are now available on a web based application and should be submitted electronically (except for the "Applicant Information Form" which was the old Appendix B). The new Hiring and Recruitment Tracking system can be found at: https://etg14.itc.virginia.edu/eeo/recruit. You will be asked to log-in to NetBadge using your computing/email id and password to access this system. Request for Exemption component can be found at the same site.

If you have questions, please contact eop-hrt-admin@virginia.edu.

Applicant Information Form

You are still required to acknowledge all applications received and send an "Applicant Information Form" to each applicant. You may choose to acknowledge applications either by e-mail or through the US Postal Service. If you choose to acknowledge applications by e-mail, you may use this link (Appendix B Template) to access the Acknowledgement Letter template. This sample template contains the URL to the UVA Forms Directory where the applicant can access this form to complete and return to EOP via e-mail.

If you wish to acknowledge applications through hard copy, you can access a print-ready version of the "Applicant Information Form" in either MS Word v6 format or Adobe Acrobat PDF format through these links. If you choose to mail these items, contact EOP to provide postage paid return envelopes to include with this mailing.

The remainder of the information below will be updated soon.

General Statement and Purpose

The University of Virginia and its Board of Visitors support equal employment
and affirmative action in hiring decisions, and the president affirms this commitment in seeking to achieve racial/ethnic and gender diversity among the faculty. In order to further the effective practice of equal opportunity and affirmative action in faculty hiring initiatives, the University has adopted specific faculty recruitment and appointment procedures.

As a federal contractor, the University of Virginia is required to engage in outreach and other efforts to broaden the pool of qualified candidates to include groups previously excluded. Affirmative action is a set of positive steps that employers use to promote equal employment opportunity and to eliminate discrimination. Equal employment opportunity is the right of individuals to treatment on a non-discriminatory basis. These are proactive concepts that imply aggressive, vigorous, and systematic activities to achieve equality and equity for all.

The Office of Equal Opportunity Programs (EOP) monitors the faculty recruitment procedures to reach a broad pool of potential candidates, to ensure all candidates equitable consideration, to strengthen the University's efforts in hiring members of underrepresented groups, and to maintain necessary documentation of good faith efforts taken towards attainment of equal opportunity/affirmative action goals.

Following are guidelines explaining the appropriate equal opportunity/affirmative action procedures in each phase of the faculty hiring process. Forms (Appendix A, B, C, D, and E) are provided, as are suggestions for identifying and recruiting members of underrepresented groups.

Note: Under special circumstances, a faculty search may not be required. In these instances, the Office of EOP will review exemption requests upon receipt of a memorandum (see Appendix E) indicating the reason that the exemption is appropriate. Prior written approval from the Office of EOP is required for all exemptions.

The Search Committee

The first thing an institution needs in all committee members is the quality that justifies a committee in the first place: good judgment.

The first step in a faculty search is the appointment of a search committee. The search committee should have at least three members, including a chairperson. Persons holding interim or acting appointments should not serve as chair. The committee members should be individuals who understand the requirements of the position and who are committed to the mission and goals of the department and the university. The search committee ideally is composed of individuals from diverse backgrounds in order to provide a variety of perspectives as well as to ensure awareness of affirmative action issues. When possible, the committee should include minority and women faculty, preferably from within the academic unit making the hire. Be cautious about overburdening minority and women faculty, particularly where they are not within the unit having the vacancy.

The committee should contact and perhaps meet with a representative of the EOP Office to review the staffing profile of the academic unit in order to ascertain the composition of the department's employees with respect to race and gender and how to best achieve a broad applicant pool. The committee then proceeds with the essential tasks of discussing how the recruitment process will take place and what strategies will be devised for cultivating a diverse pool of candidates. EOP is available to offer assistance at this or any other stage of the process.

In addition to seeking to create an inclusive pool of candidates, the search
committee is responsible for determining duties of and qualifications required for the positions, deciding how and where to advertise, selecting candidates for interviews, conducting interviews, completing all necessary documentation on the search, and recommending candidates for consideration to the appointing official. In order to facilitate those activities in a timely manner, it is important for the committee to establish time lines and deadlines, especially for the following activities:

- publication of the advertisement
- the deadline for receiving applications (recommended)
- when the committee will begin reviewing applications
- when the first screening will be made
- when interviews will take place
- when the final recommendation(s) will be made

Confidentiality

Matters of confidentiality may prove troublesome to search committee members, given the need to protect the integrity and candor of member-to-member discussions as well as the identity of candidates. In accepting committee membership, each faculty member assumes a responsibility to limit discussion of candidates to those persons within the institution from whom it is appropriate to seek input or who otherwise have a need to know, and to those persons outside of the institution who serve formally or informally as references or recruiting sources.

The Job Description

The job description, which is prepared by the department, initiates the recruitment process. It should outline the position to be filled, including primary and secondary duties and should list the qualifications that candidates must possess. A specific and concrete job description is beneficial in several ways; it forces the department to focus on exactly what it desires in a candidate and to articulate its expectations; it provides guidelines by which candidates will be evaluated; and it encourages self-selection among potential candidates by permitting them to screen themselves from consideration. On the other hand, the job description should be carefully reviewed to ensure it is not so specific as to eliminate otherwise qualified persons from consideration and that every criterion is related to the actual needs of the position. A well-conceived and well-written job description will assist the search committee at the interview stage by providing the criteria on which interview questions are based.

Although job descriptions vary widely, those for faculty positions include the following:

- name or title of the position
- specific duties for which the person will be responsible
- educational requirements and experience desired
- credentials
● area(s) of specialization
● deadline for receipt of application (setting some deadline is recommended to clarify the beginning of the review stage, but it should not be so short as to restrict the number of applications)
● request for letter of interest
● request for curriculum vita
● request for references
● name, address, and telephone number of the contact person at the University
● "The University of Virginia is an equal opportunity/affirmative action employer." (mandatory)

APPENDIX A

https://etg14.itc.virginia.edu/eeo/recruit

Before placing an ad or undertaking the search, the department, in collaboration with the search committee chair, must complete and submit an eform Appendix A, along with a copy of the advertisement that reflects qualifications and factors that will be used to screen applications, to the Office of EOP for review and approval. The recruitment plan must be specific, i.e., names of journals, newspapers, professional organizations, etc. The Office of EOP approves the eform and the form returns to the originator with the assigned EOP Reference Number to be used throughout the entire search process. All advertisements must contain the statement: "The University of Virginia is an equal opportunity/affirmative action employer."

The Search

The search process begins with advertising the position. Federal requirements for affirmative action, emanating from Executive Order 11246, obligate a search committee to make a "good faith effort" to develop a talent pool reflecting the availability of minorities and women in the labor force. Advertising that is limited to the traditional publications (i.e., The Chronicle of Higher Education) will seldom produce a broad group of applicants and may undermine the department's affirmative action efforts. The search committee must publicize the position in a manner that will bring it to the attention of underrepresented groups.

Advertising in diverse publications and contacting a variety of professional

http://www.virginia.edu/eop/hiring.html
organizations may enlarge the pool of candidates and will convey the
department’s commitment to affirmative action and equal opportunity.

Advertising and Recruitment Sources is a brief list, which should not be
considered comprehensive, of organizations and publications that may offer
assistance in identifying a diverse group of applicants. Some further
suggestions for recruiting are:

1. Solicit suggestions from faculty.

2. Contact potential applicants directly to inform them of vacancies or
   anticipated vacancies and to invite their application.

3. Request information via letter, phone call, and/or personal meeting
   with members of your professional and scholarly organizations and
   associations.

4. Contact professionals at independent research institutions,
   government agencies, private industry, or foundations, and ask them
   for recommendations.

5. Send copies of the vacancy announcement to other universities,
   including those with diverse enrollments.

Other recruiting strategies are provided in Recruitment Strategies. EOP can
be contacted for specific resource identification and information.

After the position has been advertised but before applications have been
received, the committee may want to create a checklist of items to be
received from the candidates so that an individual whose application is
incomplete may be notified regarding missing documents. The selection
criteria and screening procedures should also be determined at this point and
not after materials from the candidates arrive. The committee should clearly
understand and endorse the qualifications expected of candidates and the
standards for judging the applicants.

APPENDIX B

Appendix B Template Link

Upon receipt of application materials, all applicants
must be sent an acknowledgment letter or email
notification. This letter or email may contain
information about the search committee's time frame
and may be used to request additional information such
as papers or publications, statement of educational
philosophy, etc. Appendix B must accompany the letter,
along with a postage-paid business reply envelope
addressed to the Office of EOP. Twenty-five envelopes
for this purpose will be provided upon request and
more are available from EOP. If acknowledged by
email, please contact EOP to request the Appendix B
Template. To encourage applicants to complete and
return Appendix B, the letter or email should include
the following paragraph:

"The enclosed Applicant Information Form is used to
gather pertinent data regarding applicant background
(i.e., race, sex, and ethnic identity) for affirmative action
The best indicator of future performance is recent past performance in relevant tasks.

Review of Applications

The initial screening of applications must be based on the advertised qualifications. (Applicants who do not meet the basic requirements should be notified by letter as soon as possible.) In order to evaluate candidates consistently, the search committee should rate the applications based on previously outlined selection criteria and screening procedures. Written comments reflecting the judgment of each committee member should be made for every candidate. This will allow the search committee to determine which candidates are to be interviewed and will also save time if it becomes necessary to return to the applicant pool at a later date. Furthermore, recording the judgments of the committee will facilitate completion of Appendix C.

APPENDIX C

https://etg14.itc.virginia.edu/eeo/recruit

The chair of the search committee and committee members complete Appendix C. The department submits eform Appendix C to the Office of EOP for review and approval before conducting on-site interviews. Reasons chosen for interview must be detailed with respect to qualifications. It is unacceptable to say "met screening criteria" or "best candidate." The EOP Officer may intervene at this stage of the search process and suggest that the committee make further effort to identify candidates. The Office of EOP approves the eform Appendix C and the form returns to the originator.

Interviews

The interview is one of the most critical stages of the recruitment process. The search committee should devise a group of core interview questions based solely on job-related criteria. The same questions should be asked of all candidates, which will allow comparative judgments while ensuring that crucial job-related information is obtained. A patterned interview of this sort has the beneficial effect of minimizing unconscious biases. It may be useful to print the questions on a form with space below to record the candidate's responses and the interviewer's reactions. (These written remarks will aid in
evaluating the candidates and will facilitate completion of the interview summations that accompany Appendix D.)

Search committee members and other individuals involved in interviewing candidates need to concentrate on job-related questions and must avoid inquiries with a discriminatory implication. Occasionally during an interview, applicants may volunteer non-job-related information with regard to religion, sex, marital status, national origin, age, etc., that could potentially be used to discriminate against the candidate. (An example is an applicant who mentions being divorced or talks about children and child care arrangements.) Even though you did not ask for the information, you may still be charged with discrimination if a question arises subsequently about how this information was used. Should an applicant volunteer information that does not relate to the job, you should handle the situation in the following manner:

- Do not, under any circumstances, write down the information.
- Do not ask follow-up questions or make statements to continue in the area of discussion.
- Refer the applicant to sources that may answer the questions.
- Return the discussion to job issues.
- Do not consider the revealed information in evaluating the applicant's candidacy.

**Summations and Recommendations**

Upon completion of the interviews, the search committee should meet to review the merits of each individual, prepare interview summations, and make the recommendation(s) to the appointing official. The department chair or other administrator responsible for the final decision may consult with the committee about the strengths and weaknesses of the finalists before making a decision.

**APPENDIX D**

https://etq14.itc.virginia.edu/eeo/recruit

The chair of the search committee and committee members complete Appendix D. The department submits eform Appendix D to the Office of EOP for review and approval. The interview summaries should outline the strengths and weaknesses of each person and provide some clear indication of why the applicant selected is the most qualified. Do not send a travel itinerary or interview schedule in lieu of (or in addition to) narrative describing the candidates' qualifications and the reason for the committee's decision. To complete the recruitment process, the Office of EOP approves Appendix D and FYI copies are sent to the vice president and provost or the vice president and provost for health sciences, as appropriate, that the appointment may be processed. An offer may not be made until EOP has approved Appendix D.
Documenting the Search

The faculty hiring process should demonstrate a "good faith" effort to recruit underrepresented groups. The department originating the search must retain all files developed during the recruitment process for three years. Among the records that should be retained are:

- a copy of the position description
- a copy of all advertisements used to announce the position
- a listing of where the position was posted
- a record of the efforts made to enlarge the pool of candidates
- copies of sample letters used in the process
- letters of application, resume or vitae, and references
- the core questions asked in the interview
- a summary evaluation for each candidate, whether they were rejected in the first screening or were interviewed by the committee

Advertising and Recruitment Resources

General

- Newspapers
- Medicine
- Academic Organizations & Associations

Higher Education

- Academic360.com (formerly Jobs in Higher Education)
- Higher Education Jobs Online
- The Chronicle of Higher Education

Minorities and Women

- African-American
- Hispanic and Latino
- Women
- Recruitment Firms

Important: read this!

This resource list was compiled to assist search committees in reaching a diverse group of applicants. Departments must develop a recruitment plan that is specific to the nature of their discipline. Where you decide to advertise will depend on the qualifications necessary for the position, the level of the position, and your advertising budget. If you belong to a professional organization, that may be one source of inexpensive advertisement. Many organizations now have free listservers which advertise positions for their members. Think about creative ways to target ads to reach practitioners and/or minority groups. Place ads in one or more publications of broad appeal such as the Chronicle, the Washington Post, or the main professional journal. Network with colleagues, contact schools with a strong program or a number of prospective applicants. Additional recruitment strategies for conducting a search are located at Recruitment

http://www.virginia.edu/eop/hiring.html
Strategies section.

General

Newspapers

**Washington Post**
Attn: Employment Section
The Washington Post
Classified Advertising Department
1150 15th Street, N.W.
Washington, D.C. 20071-6200
Phone: (800) 765-3675
Fax: (202-334-4850)

You can place a classified advertisement in *The Washington Post* by using one of the following methods: phone, fax, or mail. If you place your ad in the Sunday paper, your ad is automatically posted on their website for two weeks. Electronic posting is not available at the present time. Please include your name, address including zip code, your telephone number and daytime phone number for billing information. Classified ad information is located at [https://order.adsite.washpost.com/signon/place_an_ad.asp](https://order.adsite.washpost.com/signon/place_an_ad.asp)

**Richmond Times Dispatch**
Classified Advertising
P.O. Box 8533
Richmond, VA 23293-0001
Phone: (800) 468-3383
Fax: (434) 775-4346

You can place a classified advertisement in the *Richmond Times Dispatch* by using one of the following methods: phone, fax, mail, or on-line. Information on advertising rates is located at [http://www.timesdispatch.com/servlet/satellite?pagename=RTD/Page/RTD_ContentPage&c=Page&cid=1058750352803](http://www.timesdispatch.com/servlet/satellite?pagename=RTD/Page/RTD_ContentPage&c=Page&cid=1058750352803)

**Daily Progress**
685 Rio Road W
Charlottesville, VA 22901
Phone: (434) 978-7202
Fax: (434) 978-7223

You can place a classified advertisement in the *Daily Progress* by using one of the following methods: phone, fax, or mail. If you advertise in the *Daily Progress*, they will run your ad on the Internet for free for the duration of your print ad. Advertising rates were not listed on their homepage.

Medicine

**Academic Physician & Scientist**
333 Seventh Avenue, 19th Floor
New York, New York 10001
Phone: (646) 674-6536
Fax: (646) 674-6500

Academic Physician & Scientist, a comprehensive source for recruitment news and classified advertising in academic medicine, is a bimonthly publication of Lippincott-Raven Publishers, a global medical publisher, and is endorsed by the The Association of American Medical Colleges, a non-profit association comprising 125 accredited U.S. medical schools, 16 accredited Canadian medical schools, 400 major teaching hospitals, and 86 academic and professional societies, which represent 87,000 faculty members, and the nation’s 67,000 medical students and 102,000 residents. For advertising rates e-mail mmcgarit@lww.com

**New York University Health Education Professional Resources**
The job listings on Health Education Professional Resources (HEPR) are a free service limited specifically for health education specialists. This site provides information about health-related mailing lists, professional associations, job postings, and other resources. The job announcements include faculty positions, college, and university health services employment.
opportunities. All job submissions will be reviewed for appropriateness, then posted weekly in reverse chronology. Questions should be directed to: Alyson Taub, EdD, CHES alyson.taub@nyu.edu

**Academic Organizations & Associations**
This list provides a listing of links to academic organizations & association sites.

**Higher Education**

**Academic360**
Use this website as a jumping off point to locate resources to your particular field of expertise. *Jobs in Higher Education (JinHE)* is one of the most extensive sites devoted to employment opportunities in higher education available on the Internet. It includes links to faculty, staff, and administrative announcements and is not restricted to teaching positions. This site is an excellent source of publications and links of professional organizations broken down by areas of interests, faculty by discipline (including health related disciplines), and administration by function.

**Higher Education Jobs Online**
*Higher Education Jobs Online* provides database access to higher education institutions and job hunters at no cost. You can post positions directly from their web site with the online posting form. There is no waiting -- positions are posted instantaneously. You have the option of having candidates e-mail resumes and cover letters directly from job postings. Access is limited to key representatives from each university. The representatives for the university are: Debbie Taylor dit@virginia.edu, Marian Harlow mph2n@virginia.edu, Lucinda Childs lrc2u@virginia.edu, and Robbie Greenlee rag6a@virginia.edu.

**The Chronicle of Higher Education**
1255 23rd Street, N.W.
Washington, D.C. 20037
Phone: (202) 466-1050
Fax: (202) 296-2691

This is one of the most extensive listing of academic employment opportunities for positions in the United States. Advertisers include colleges, universities, and other non-profit organizations in the United States and around the world. In addition to printing your job ad in the print publication, your job is also posted to their "Bulletin Board" website: *Academe This Week and Academe Today*. The Chronicle's "Bulletin Board" section is the world's largest job marketplace for people with advanced degrees. Advertising information is at [http://www.chronicle.com/advertising/](http://www.chronicle.com/advertising/)

**Minorities and Women**

**Affirmative Action Register**
8356 Olive Boulevard
St. Louis, Missouri 63132
Phone: (800) 537-0655
Fax: (314) 997-1788

The *Affirmative Action Register* is the national Equal Employment Opportunity (EEO) recruitment publication "directed to females, minorities, veterans, and all other applicants." The publication contains a listing of professional, managerial, and administrative positions in all employment sectors including many opportunities in higher education. Employers are listed alphabetically, geographically, and by type of position. Publication on their website is at no additional charge to the employer. Advertising information is at [http://www.aar-eeo.com/info.html](http://www.aar-eeo.com/info.html)

**MOLIS**
Virginia Location
IAM Solutions, LLC
Random Hills Center
11350 Random Hills Road, Suite 650
Fairfax, VA 22030

[http://www.virginia.edu/eop/hiring.html](http://www.virginia.edu/eop/hiring.html)
An online database of over 220 minority institutions, MOLIS is a one-stop source of in-depth information about the research and educational capabilities of participating Hispanic-Serving Institutions, Historically Black Colleges and Universities, Predominantly Black Colleges and Universities, Tribal Colleges and Universities, and other Minority Institutions. MOLIS provides information on the minority institution’s research centers, research interests and capabilities, faculty profiles, and 800 phone numbers. MOLIS has 65,000 users subscribed to their e-mail service and they receive announcements based on their keyword selections.

**Ford Foundation**
320 East 43 Street  
New York, N.Y. 10017  
Phone: (212) 573-5000

This directory contains information on Ford Foundation Postdoctoral fellowship recipients awarded since 1980 and Ford Foundation Predoctoral and Dissertation fellowship recipients awarded since 1986. The directory was created to serve as a resource for university officials seeking to diversify their faculty, minority students looking for mentors and role models, and collaborative projects. Their database does not include Ford Fellows whose fellowships were administered by an institution or agency other than the NRC nor does it include deceased Ford Fellows.

**MWDD - Minority and Women Doctoral Directory**
10540 Barnett Valley Road  
Sebastopol, California 95472  
Phone: (707) 829-0765  
Fax: (707) 829-0762

*Call the Office of EOP for information on the following directories: Minority & Women Doctoral Directory 1997-1998, Volume I: Agricultural Economics-Engineering, and Minority & Women Doctoral Directory 1997-1998, Volume II: English--Urban Studies/Planning.* These directories include up-to-date information on employment candidates who have recently received, or are soon to receive, a Doctoral or Master’s degree in their respective field from one of approximately two hundred major research universities in the United States. The current edition of the directory lists approximately 4,500 Black, Hispanic, American Indian, Asian American and women students in nearly 80 fields in the sciences, engineering, the social sciences and the humanities.

**Directory of Minority Ph.D. and M.F.A. Candidates and Recipients**
The Center for Minority Graduate Opportunities and Faculty Development  
The Pennsylvania State University  
Phone: (217) 333-8475

*Call the Office of EOP for information from this directory.* The Committee on Institutional Cooperation, Directory of Minority Ph.D. and M.F.A. Candidates and Recipients is published annually in an effort to increase the professional opportunities of minority graduate students and to aid colleges, universities, and other potential employers in the recruitment of highly educated underrepresented minorities. The Directory includes American Indians, African Americans, Mexican Americans, Puerto Ricans, Hispanic Americans, and Asian Americans (in humanities and social sciences), who are United States Citizens and who have completed or (expect to complete) the Ph.D. or M.F.A. degree. For further information visit their website at [http://www.cic.net/cic/](http://www.cic.net/cic/)

**African-American**

**Diverse Issues in Higher Education**
Cox, Matthews & Associates, Inc.  
10520 Warwick Avenue, Suite B-8  
Fairfax, VA 22030-3136  
Phone: (703) 385-2981  
Fax: (703) 385-1839

[http://www.virginia.edu/eop/hiring.html](http://www.virginia.edu/eop/hiring.html)
Diverse Issues in Higher Education is the nation's only news magazine dedicated exclusively to minority issues in higher education. Subscribers include university presidents, deans, professors, researchers, student services directors, admissions counselors, as well as students, librarians, human resources and affirmative action officers. Published biweekly, Diverse Issues provides in-depth coverage of relevant and timely educational concerns to its approximately 200,000 readers. Diverse Issues publishes a special report each year that features its annual ranking of the top 100 institutions that confer the largest number of degrees to students of color in the United States. The report is broken down by undergraduate, graduate, and professional degrees.

National Black MBA Association, Inc.
Employment Network Hotline
Phone: (312) 236-2622, ext. 49

The NBMBAA is a non-profit organization of minority MBA's, business professionals, business students and entrepreneurs in both the private and public sectors throughout the country. Members share a commitment to education and business -- the two keys to the economic development of the African American community. Advertisements will be electronically posted, and listings are sent to all chapters for distribution to members. Job postings are viewable online for 30 days. The JOB CENTER rates are listed at nbmbaa.org/employment/jobcenter_rates.htm

Hispanic and Latino

Society for Advancement of Chicanos and Native Americans in Science (SACNAS)
University of California
PO Box 8526
Santa Cruz, CA 95061-8526
Phone: (408) 459-0170

The Society for Advancement of Chicanos and Native Americans in Science (SACNAS) has drawn its ranks primarily from science professors. The encouragement of Chicano, Latino, and Native American students to pursue graduate studies in the fields of research and science teaching has become the society's mission. The SACNAS Website features employment listings and other recruitment resources.

Hispanic Outlook in Higher Education
Display Advertising
210 Route 4 East, Suite 310
Paramus, NJ 07652
Phone: (201) 587-8800, ext. 106
Fax: (201) 587-9105

It is the sole Hispanic journal on today's college campus that reaches a broad cultural audience of educators, administrators, students, student services and community based organizations, plus corporations. Hispanic Outlook's readership is primarily composed of progressive decision-makers in academia and in public and private sectors. The publication's circulation is 28,000.

Women

Association for Women in Science
1200 New York Avenue, NW, Suite 650
Washington, D.C. 20005
Phone: (202) 326-8940

The Association for Women in Science (AWIS) was founded to expand educational and employment opportunities for women in sciences. Their organization has over 5,000 members. About 60% of their members hold PhDs and an additional 20% have master's degrees. Their national publication is circulated to all members as well as 60 libraries across the country. For advertising e-mail Kathy Ruby morman@awis.org or view advertising rates at http://www.awis.org/voice/advertising.html

http://www.virginia.edu/eop/hiring.html
The Society of Women Engineers (SWE) stimulates women to achieve full potential in careers as engineers and leaders, expands the image of the engineering profession as a positive force in improving the quality of life, and demonstrates the value of diversity. Its bimonthly magazine publishes openings for faculty positions in higher education. The Society does not list jobs on a web page. Instead, the Society maintains a mailing list for electronic job postings. Individual members, as well as companies, are encouraged to post their available jobs. To post a job listing to the list send an e-mail to adv@swe.org or call (434) 244 9776.

Recruitment Firms

If you wish assistance in identifying or contracting with a firm to assist in locating minority candidates or providing any other recruiting assistance, you should contact the University's Purchasing Department.

Interview Guide

Introduction

Interviewing and evaluating applicants fairly is one of the most important and critical stages of the recruitment process. All search committee members should know what information may legitimately be sought during the interview. Some lines of inquiry may themselves be viewed as discriminatory; others have the potential to elicit information that is improper to use in making a decision. Examples of these areas of concern follow this introduction.

Additionally, an applicant may volunteer information during the interview that potentially could be used to discriminate against the applicant. If applicants themselves raise areas that are not legitimate areas of inquiry, interviewers should:

- Refer the applicants to sources of information, such as the Faculty Benefits Manual, that may address the issue.
- Return the discussion to job-related matters.
- Do not consider the information in deciding whether to hire the applicant.

Accent

A hiring decision cannot be based on foreign appearance or manner of speaking. The only permissible consideration of accent is where there is a clear correlation between job performance and the ability to speak English clearly.

Age

Persons age 40 and over are protected from discrimination on the basis of age. Questions that would reveal age, such as year of graduation, should be avoided unless there is a need to construct a chronology of work or educational experience. Additionally, comments such as the need to hire "new blood" or concern about "dead wood" should not be made as they can be used to imply a bias against older workers.

The protection against discrimination also applies within the protected age group, meaning that it is unlawful to prefer a 42-year old applicant to a 50-year-old applicant because of age.

Citizenship

Prior to making an offer, the only discussion about citizenship status that
may lawfully occur is whether the applicant is currently eligible to work in
the United States. If such a question is asked of one applicant, it should be
asked of all. Following the offer stage, the successful applicant will be
required to produce documentation of eligibility. Further guidance on this
issue is available in the Faculty Handbook, Appointments of Foreign Faculty
and Researchers.

Convictions and Arrest Records

Faculty applicants are not required to disclose convictions or arrest records,
nor are record checks routinely done. If such an inquiry is deemed
warranted because of a particular position, all applicants should be treated
equally, and it is advisable to conduct a formal records check. Further
guidance on this issue is available from the General Counsel's Office.

Credit Ratings and Reports

The Federal Fair Credit Reporting Act (FFCRA) prohibits the University from
asking applicants about any of the following: assets, liabilities, charge
accounts, bank accounts, credit ratings, past wage garnishments, home
ownership, and car ownership.

Applicants are not required to disclose credit ratings or credit reports, nor
are checks routinely done. If such an inquiry is deemed warranted because
of a particular position, all applicants should be treated equally. Further
guidance on this issue is available from the General Counsel's Office.

Disability

The Americans with Disabilities Act (ADA) prohibits employment
discrimination against qualified individuals with disabilities, as well as
persons who have a record of disability or are perceived as disabled. The
protection extends to all aspects of the hiring process and all other
employment related activities. Further guidance on this issue is available on
the EOP website, American with Disabilities Act (ADA) Interview Guide.

Education

A Master's degree or equivalent experience is typically required for faculty
level positions. Academic faculty positions generally require specific degrees
and areas of expertise. These educational requirements should be
determined in advance and be related to the actual requirements of the
position. If one type or kind of degree is preferred but not required, that
should also be clearly stated in the position description and advertisement.

Experience

Academic faculty positions typically require specific qualifications, work
experience, and areas of expertise, which are related to the actual
requirements of the position. These requirements should be determined in
advance. If one type of experience is preferred, it should be stated in the
position description and advertisement.

Marital and Family Status

Questions that could elicit personal information about applicants' marital
status or childcare arrangements should be avoided. Employers can ask if
applicants are able to work the hours required by the job, or undertake job-
related travel, as well as about the duration of any anticipated absences. All
applicants should be treated equally. Applicants themselves may ask about
the University's leave policies, such as Family Leave, Paternity Leave,
Adoption/Foster Care Leave, and Temporary Disability Leave. If such
questions arise, refer the applicants to the Faculty Policies at,
www.virginia.edu/provost/policies.html.

The Conflict of Interest Policy addresses the employment of relatives in the
same department. Persons who are relatives may be employed if they are
properly qualified, and if neither person has a direct supervisory
relationship over the other.

http://www.virginia.edu/eop/hiring.html
Accompanying spouse appointments necessary to recruit a successful applicant of a preexisting search or to retain a current faculty member are addressed under the Faculty Recruitment and Appointment Procedures Manual, Exemption Memorandum. Prior written approval by EOP and an endorsement of the responsible vice-president/provost is required for all such exemptions.

Military Record

Applicants can be asked questions about their military experience, qualifications, or training if they relate to the actual requirements of the position. Questions that elicit information about applicants' discharge status should be avoided unless a business necessity for requesting this information can be established, and if asked, should be asked of all applicants.

National Origin

Applicants are protected from discrimination based on their national origin. Questions related to an applicants' national origin, such as their birthplace, ancestry, or origin of name, should be avoided.

Personal Appearance

Except in cases of safety or other work-related matters, employees may wear clothing that is symbolic of their race, national origin, or religion, and questions should not be asked about such matters.

Physical Requirements

Faculty applicants are typically not asked about their ability to perform physical tasks or about their height and weight. These questions should be avoided unless they have a clear correlation to the requirements of the position, and if asked, should be asked of all applicants.

Pregnancy

A female applicant who is pregnant is protected from discrimination because of her pregnancy, childbirth, and related medical conditions, and should be evaluated solely on her ability to perform the requirements of the position. If an applicant wants to know about UVA's policies, she should be referred to the Faculty Policies at, www.virginia.edu/provost/policies.html.

Race and Ethnicity

Applicants should not be asked questions regarding their race or ethnic background during the interview.

References

Many search committees limit reference checks to the top applicants in the final interview pool. Regardless of when a reference check is made, consistent questions should be asked of the references. In the course of a reference check, unsolicited information that is inappropriate or discriminatory may be provided by the reference. Such information should be ignored. A good rule is not to discuss anything with references that could not be discussed with the applicants themselves.

Religion

Applicants are protected from discrimination because of their religious denomination, beliefs, customs, or religious holidays observed. Questions that could elicit religious information should be avoided unless they have a clear correlation to need, such as working on Saturdays or Sundays, or peak periods. If asked, the question should be limited to stating the requirements of the position, and should be asked of all applicants.

Sex (Gender)

Applicants may be asked to identify whether they are male or female. In addition, it is permissible to ask what title of address is preferred, provided the inquiry is made for a nondiscriminatory purpose.

http://www.virginia.edu/eop/hiring.html
Sexual Orientation

The University of Virginia's **Non-Discrimination Policy** prohibits discrimination based on a person’s sexual orientation. Questions and discussions pertaining to sexual orientation should be avoided.

Sick Leave

Questions that elicit information about how many days an applicant was sick or other questions pertaining to sick leave should be avoided. If there are job-related concerns about coverage during peak times of need or dependability, stating the expectations and asking applicants if they can meet them are permissible. If asked of one, such questions should be asked of all.

Workers' Compensation

Questions that elicit information about an applicant's workers’ compensation history should be avoided. The same concerns as mentioned for sick leave apply to this area of inquiry.

Adapted from Conducting the Lawful Employment Interview: How to Avoid Charges of Discrimination When Interviewing Job applicants, Alan M. Koral, Executive Enterprises Publications Co., Inc., 1993

Recruitment Strategies

1. Review and, if necessary, rewrite position description to ensure that it addresses genuine academic needs without including factors that might unnecessarily limit the pool. Is everything listed truly essential for this position?

2. If there is a choice of specialty areas, consider searching for either rather than selecting one. Also, review information on specialty areas which have a higher representation of minority and/or women scholars, and determine if one of those areas would fit within the needs of the Department. (EOP will provide.)

3. Conduct a search for a broadly-worded position, in addition to or instead of a more specific position.

4. Place ads in publications designed to reach a variety of scholarly audiences.

5. Consider establishing a hiring committee which could handle several searches during its tenure, developing a strategic plan and taking advantage of institutional knowledge and experience.

6. Check directories of minority and women academics in the discipline. (EOP will provide.) Send copies of the ad to individuals or their departments, or both.

7. Call colleagues at other institutions and ask if they can pass on names of qualified students.

8. Send position announcement to top 10 minority and women Ph.D. producing schools.

9. Unqualified applicants should not be invited to interview; but do not unnecessarily restrict interview pool.

10. If after reviewing applications it appears a particular qualification may be difficult to satisfy, consider removing it and readvertising.

http://www.virginia.edu/eop/hiring.html
11. Prepare a listing of community resources and contacts, addressing a wide variety of interests, to give to interviewees.

12. Explore use of loan lines or other institutional resources.

Additionally, prior to search make informational trips to institutions with a high percentage of minority or female students. Faculty Recruitment Questions E-mail: EOP@virginia.Edu

Faculty Recruitment Process

Equal opportunity must be a factor and consideration at every stage of faculty recruitment. The following information reflects the steps that must be taken to comply with the University's Faculty Recruitment procedures and meet the basic components of the University's obligation to provide equal opportunity. All positions must be filled through a search or by an approved exemption.* The procedures below should be followed in conjunction with the list of affirmative efforts found below in "Making UVA the Institution of Choice for Women and Minorities." Feel free to contact EOP for additional information or advice at any stage of a search.

_Step 1. Establishing the Search Committee, Identifying Needs, and Recruiting_

* Select Chair and members of the Search Committee, keeping in mind the need to have a diverse group, if feasible. If it is not, devise other ways to allow input from diverse groups, such as inviting constituents to meet applicants and give input.

* Review position description for accuracy and usefulness; make necessary changes to reflect professional and personal qualifications needed.

* Arrange for EOP to consult with the Committee.

* Determine how to screen applications in order to select those persons who best meet the qualifications.

* Draft the ad, making sure that it reflects the qualifications and factors that will be used to screen applicants. Identify where the ad should be placed and other efforts needed to recruit a broad pool of qualified, diverse candidates.

* Prepare an eform Appendix A, Search Initiation Form, and submit to EOP for review and approval.

_Step 2. Acknowledging and Evaluating Applications_

* Acknowledge each application received, providing an Appendix B, Applicant Information Form, (electronically or in hard copy) for each applicant to complete.

* Using criteria previously identified, evaluate applications to determine which applicants best meet the listed professional and personal screening criteria. A plan for conducting interviews and methods used for pre-screening should be developed. For example, pre-screening interviews may be conducted initially at a conference or by phone, with only selected applicants brought on-site. Document this evaluation for each applicant.

* Select applicants for on-site interviews. Articulate reasons why each person invited for an interview was selected, referring to factors reflected in the screening criteria and qualifications. These factors should be specific enough to distinguish each candidate from others.

* Prepare an eform Appendix C, Pre-Interview Approval Form, and submit to EOP for review and approval before conducting interviews.

_Step 3. Conducting Interviews and Making the Selection_

* Draft interview questions that reflect qualifications to ask all candidates.
Draft specific questions as appropriate to explore unique attributes of individual candidates. Avoid questions about marital status, children, family, health, age and other impermissible areas.

* Prepare a summary of each interview. Select the candidate who best meets the stated qualifications.

* If applicable, secure departmental/Dean’s approval of candidate selected.

* Prepare an eform **Appendix D, Pre-Offer Approval Form**, containing interview summaries for each candidate; name of candidate selected and an alternate candidate (if applicable). Submit to EOP for review and approval prior to making a formal offer to the candidate.

* Send an offer letter to the candidate. If the offer is not accepted, follow procedure above for an alternate candidate, if there is one. If none of the recommended candidates accept an offer, the committee must decide whether to interview other candidates in the original pool or undertake additional recruiting efforts, such as readvertising the position. At the conclusion of the search, ensure that all candidates have been notified in some way.

* **Searches Exempt from the Faculty Recruitment Process**

Every faculty position must be filled through a search unless the circumstances of the appointment satisfy a criterion for an exemption. **Appendix E, Request for Exemption Form**, lists these criteria. If warranted, prepare an eform Appendix E and submit to EOP for review and approval. Documentation must be provided for exemption requests based upon unique qualifications or accompanying spouse situations.

**Tips on Interviewing and Reference Checks**

Interview questions should reflect the advertised qualifications and selection criteria, as well as the applicant’s interest in the position and the University. A framework should be followed to ensure that all applicants are asked the same questions.

It is acceptable to describe the duties of the position, attendance or other expectations, and travel obligations or other demands of the job, and ask if the applicant can meet those job requirements.

It is not appropriate to ask applicants or references questions about age, accent, disability, marital/family status, ethnic background, or religion.

It is acceptable to describe the duties of the position, attendance or other expectations, and travel obligations or other demands of the job, and ask if the applicant can meet those requirements.

If applicants ask questions about topics that could not be raised by the interviewer, such as about childcare provisions or accommodation for religious holidays, refer them to the appropriate policy or other sources of information. Do not ask follow-up questions or use the information on your evaluation of applicants, unless it directly relates to their ability to perform the job.

It is essential to check the references of at least your preferred applicant, if not all finalists. If references are checked for more than one applicant, be sure consistent questions are asked.

In the course of a reference check, unsolicited information that is inappropriate or discriminatory on occasion may be provided by the reference. If this occurs, ignore such information. Do not discuss anything with references that you could not discuss with applicants themselves.

Document reference checks by noting the name and position of the person

[http://www.virginia.edu/eop/hiring.html](http://www.virginia.edu/eop/hiring.html)
who provided the information, date of contact, questions asked, and responses. This information will assist the search committee in its review of the applicant’s qualifications.

**Letter and Spirit**

The central purpose of the University of Virginia is to enrich the mind by stimulating and sustaining a spirit of free inquiry directed to understanding the nature of the Universe and the role of mankind in it. To do so, the University pursues certain goals, including:

* Attracting and retaining eminent faculty in order to provide the highest quality of instruction and leadership in research;

* Providing students and faculty an atmosphere conducive to fellowship and understanding and to their constructive participation in the affairs of the University and the community at large;

* Fostering in students the habits of mind and character required to develop a generous receptivity to new ideas, from whatever source.

(Source: University of Virginia, *Statement of Purpose and Goals*)

Accomplishing these goals requires a University able to support, challenge, and prepare students and employees to meet the needs of an increasingly diverse world. The recruitment and selection of University faculty and staff is critical to how well the University achieves these important goals. In recognition of this, the criterion of "commitment to equal opportunity" is a part of the annual performance evaluation of senior University administrators. Actions that should be examined in evaluating fulfillment of these expectations include:

1. How recruitment of faculty positions was conducted, including compliance with procedures and efforts beyond meeting minimal requirements. Increases in the number of women and/or minorities in areas where they had not been represented in large numbers is a factor to be considered in evaluating recruitment efforts, so long as it is understood that hiring decisions must be made independent of race or gender.

2. Particular steps taken to address underutilization of women or minorities as identified in the Equal Opportunity Plan.

3. The frequency of and reasons for using exemptions in hiring faculty.

4. How hiring of classified staff was accomplished, including compliance with policies, and screening and selection techniques that are fair and well documented.

5. Efforts taken to address retention.

6. Initiatives such as mentoring programs or professional development opportunities to aid in the promotion and retention of all employees, including women and minorities.

7. Training that was provided that addresses hiring, treatment or climate issues.


9. Departmental activities promoting or advancing equal opportunity and diversity issues.

The Office of Equal Opportunity Programs (EOP) is responsible for providing leadership, coordination, and oversight of the University’s equal opportunity initiatives, and takes an active role in monitoring the faculty recruitment process. EOP depends on the leadership and effort of all persons involved in the hiring process to help fulfill the University's equal opportunity goals. EOP and every Search Committee share common objectives in the faculty recruitment process:

* To recruit and hire the best available person for each position,
While providing an equal opportunity for consideration to all qualified and interested persons, paying particular attention to reaching out to members of groups who have historically not held such positions,

And consistently applying and documenting the University's published procedures for recruitment and selection of faculty and staff.

The actions recommended above are sound practices for recruiting, selecting, and retaining all employees, not just women and minorities.

Other Resources

Internal Resources

Health System Organizational Support

Ombudsman and Americans with Disabilities Act (ADA) Coordinator

University Human Resources

Vice Provost for Faculty Recruitment and Retention

All faculty and staff employment opportunities can be accessed at www.hrs.virginia.edu. The University is required to provide reasonable accommodations to an applicant applying for a job. An applicant needing an accommodation during the application or interview process should contact the ADA Coordinator at (434) 924-7819.

External Resources

The Equal Employment Opportunity Commission enforces federal laws prohibiting employment discrimination on the basis of age, color, disability, race, religion, sex, or national origin. For more information, visit its website at http://www.eeoc.gov/

The Virginia Council on Human Rights receives complaints alleging violations of any Virginia or federal statute or regulation governing discrimination on the basis of race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age, marital status or disability. For more information, visit the Council's website at http://www.chr.vipnet.org/

EOP can provide more detailed information for any of the above offices.

Top 10 Ways to Make UVA the Institution of Choice for Women and Minorities

1. Talk about the value of diversity at every opportunity. Invite female/minority employees to meetings and events; showcase their efforts. Make a conscious effort to note where they are not present or represented and change that.

2. Network to identify qualified women and minorities when hiring. Find out where they are; contact them and invite them to apply. If they don’t, find out why. Personal contacts work better than written.

3. Consider each vacancy from scratch. How could this position make a difference—not just in the race or gender of the person who fills it, but in the type of person performing the function. In addition to professional qualifications, what personal qualities should that person bring to the workplace? State those in the ad.

4. Make candidates feel they are wanted. Prepare, doublecheck, accommodate. Gather information about Charlottesville to give them; ask if they have any questions or need specific information. Make it clear that we know we need to sell them on why they should come. Invite constituent groups (which might be more diverse than
a search committee) to meet with them and give input on selection-this can build networks later on. Don't subject them to meaningless courtesy interviews. Follow-up after their visit.

5. **Negotiate to get good people.** What will it take to make them pick us over other institutions? Your decision of who should get the offer should be based on qualifications, not race or gender.

6. After they are hired, **make them feel welcome**--the work isn't over. Invite them to lunch, include them at meetings, talk to them about how things are going. Evaluate them honestly and constructively. If there are problems, identify them early and discuss how they can be fixed. Mentoring means helping people succeed.

7. **Communicate openly and honestly** about what is going on in your department and how decisions are made. Let them know that your practices are equitable and professional. Be consistent but not rigid-if exceptions are warranted by the circumstances, explain why and document.

8. **Encourage staff to attend and participate** in diversity-related events. Attend them yourself. Talk about these events at staff meetings. Circulate announcements and pass on information.

9. **Be considerate of family obligations** and outside interests. Schedule meetings so they don't conflict with childcare or family activities. Reward quality not just quantity of work. Encourage employees to have lives outside of work.

10. **Promote tolerance and civility in word and deed**, even when you think "no one's looking." If someone uses an offensive term in front of you, let them know you don't like it and don't want to hear it again.

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**Guidelines for Evaluating Commitment to Equal Opportunity**

On November 7, 2000, President Casteen announced a policy requiring that the criterion of "commitment to equal opportunity" be made a part of the annual performance evaluation of all University administrators at the level of Department Chair, Director and above. That announcement stated that the Office of Equal Opportunity Programs would provide guidance and information on ways to evaluate and measure satisfactory performance. The following guidelines are an initial step to assist in that process. The administrator being evaluated and his/her supervisor may use these guidelines, and any others that they may deem appropriate, to set goals and expectations for the evaluation term.

The expectation for satisfactory performance of this criterion is that the administrator:

- Undertake in good faith and with due diligence the responsibility to comply with federal and state law and University policies with respect to equal opportunity and nondiscrimination
- Actively work to promote a working and/or educational environment free from illegal discrimination, including sexual and other impermissible harassment
- Ensure that employees are not subject to retaliation because they have raised concerns in good faith regarding discrimination
- Satisfy the University's equal opportunity and affirmative action obligations in recruiting and hiring as provided by law

Actions that should be examined in evaluating fulfillment of the above expectation include:

- Skill in faculty and staff recruitment, selection, retention and development with evidence of compliance with the University's
equal opportunity and affirmative action obligations.

- How recruitment for faculty positions was conducted, including compliance with procedures and efforts beyond meeting minimal requirements (such as reviewing and revising position descriptions, recruiting strategies designed to increase applications from qualified women and minorities). Increases in the number of women or minorities in areas where they had not been represented in large numbers is a factor to be considered in evaluating recruitment efforts, so long as it is understood that hiring decisions must be made independent of race or gender

- Particular steps taken to address underutilization of women or minorities as identified in the EO Plan

- The frequency of and reasons for using exemptions in hiring faculty

- How hiring of classified staff was accomplished, including compliance with policies, and screening and selection techniques that are fair and well-documented

- Efforts taken to address the retention of women and minorities

- Initiatives such as mentoring programs or professional development opportunities to aid in the promotion and retention of women and minorities

- Training that addresses hiring, treatment or climate issues

- Frequency of and outcomes of complaints of discrimination/retaliation

- Departmental activities promoting or advancing equal opportunity and diversity issues

- A mechanism for regularly assessing and addressing issues of salary equity

Return to Equal Opportunity Programs Home Page

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http://www.virginia.edu/eo/hiring.html