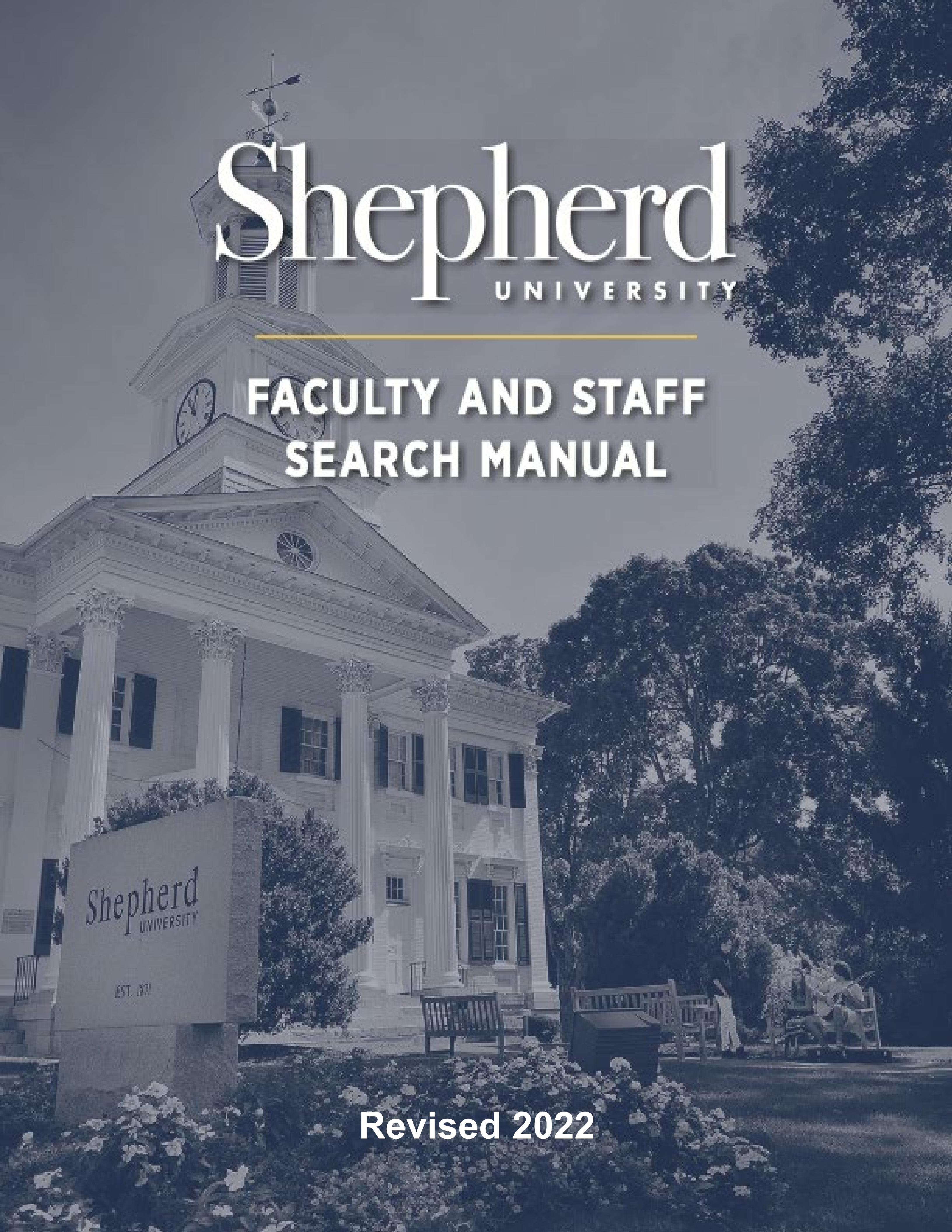
Shepherd UNIVERSITY

FACULTY AND STAFF SEARCH MANUAL



Revised 2022

SHEPHERD UNIVERSITY FACULTY AND STAFF SEARCH MANUAL

Table of Contents

Introduction

The purpose of the Shepherd University Faculty and Staff Search Manual is to provide guidance and resources for those involved in a faculty or staff search. The Faculty and Staff Search Manual includes sample tools that can be used throughout the search. The language in the manual does not supersede the Faculty Handbook or the Staff Handbook. It is intended as a Best Practices manual, and is not meant to create new policy.

Equal Employment Opportunity and Affirmative Action (EEO/AA) Policy

Shepherd University is an equal opportunity and affirmative action institution. The University neither affiliates knowingly with, nor grants recognition to, any individual, group or organization having policies that discriminate. Shepherd University, through its Affirmative Action Plan, seeks to employ qualified personnel on an equal opportunity basis. Faculty, staff, students, and applicants are protected from retaliation for filing complaints or assisting in an investigation under the University's Equal Opportunity/Affirmative Action Plan. Supervisors are directly responsible for equal opportunity/affirmative action matters at the unit level. A copy of the University's Equal Opportunity/Affirmative Action Plan is available for review on the Human Resources website. The Chief Human Resources Officer (CHRO) also serves as the Director of Affirmative Action/Equal Opportunity.

Steps in Hiring New Employees

1. Resignation occurs or new position is created
2. Permission is obtained from the Executive Leadership Team to recruit
3. Search committee is formed and given its charge
4. Job posting is prepared
5. Position is advertised
6. Applications are evaluated
7. Search committee ratings are compiled
8. Telephone or video conference interviews may be held
9. References are checked
10. Campus interviews are held
11. Additional references are checked
12. For faculty positions, recommendations are forwarded through the process described in the Faculty Handbook.
13. Candidate is selected
14. For faculty positions, offer is made by Dean with Provost's approval; for staff positions, offer is made by the appropriate supervisor with appropriate senior-level concurrence.
15. Hiring Proposal is completed in PeopleAdmin (the online HR system)
16. For faculty positions, appointment letter and letter of hire are developed by Provost in consultation with the Department Chair/Director and Dean. Non-classified staff appointment letters and classified staff appointment letters are sent by Human Resources.

Suggested Search Time Line for Regular Faculty Positions

September	-	Announcement of position vacancy
Late September	-	Formation of search committee
October	-	Search committee meets; job posting prepared
November/December	-	Applications received and reviewed
January	-	Telephone or video interviews of semi-finalists
February	-	Campus interviews of finalists
March 1	-	Recommendation for hire
March 15	-	Offer is extended to successful candidate
By April 1	-	All regular faculty searches should be concluded

Initiation of Faculty Search

When a faculty resignation occurs, the Dean needs to begin a Separation Notice using PeopleAdmin, the online HR system, in order to remove that employee from the position. Please see the HR System Administration Site link on the HR website (https://www.shepherd.edu/hr/) for instructions for completing online personnel actions. The Separation Notice should be started when it is known to the Dean that the faculty member is leaving the University, even if it will be several months before the faculty member's employment officially will end.

The Dean receives permission from the Provost to recruit for a position after the Provost receives permission from the Executive Leadership Team. Rank and salary range for the vacancy are agreed upon. The Dean then notifies the Department Chair/Director of the agreement to begin the faculty search and informs the Department Chair/Director of the rank and salary range.

The Department Chair/Director forms a search committee in compliance with University, College, Department and/or Education Preparation Program Council (EPPC) policies. It is the responsibility of the search committee chair, after consultation with the Dean and the Provost, to ensure involvement in the faculty search of personnel impacted by the hire. Participation in the search is not limited to faculty and staff; students might be included in the process and, in selected cases, may serve on the search committee.

Training will be provided by Human Resources about EEO issues and hiring practices. Please note that there are some questions that cannot be asked of candidates and topics that may not be discussed in relation to the hiring process. Search committee members must be alert to avoid discussing candidates or talking with them in a way that might be considered as discriminatory. These topics are addressed in greater detail later in this document. The Chief Human Resources Officer (CHRO) should be invited to the first search committee meeting to discuss these and other issues.

The search committee, in consultation with the Department Chair/Director, writes a job posting, which includes the tenure status of the position (i.e., tenure track), the prospective starting date for the new faculty member, what materials candidates should submit in the application package (i.e., statement of teaching philosophy, reference letters, curriculum vitae, etc.), and other aspects of the position.

Initiation of Staff Search

When a staff resignation occurs, the supervisor needs to begin a Separation Notice using PeopleAdmin, the online HR system, in order to remove that employee from the position. Please see the HR System Administration Site link on the HR website (https://www.shepherd.edu/hr/) for instructions on completing online personnel actions. The Separation Notice should be started when it is known to the supervisor that the staff member is leaving the University.

The supervisor should seek permission from the head of the department or appropriate senior level official to recruit for the vacant position. The Vice President/Executive Officer will take responsibility for getting Executive Leadership Team approval for the search.

The head of the department or the supervisor forms a search committee in compliance with University policies. It is the responsibility of the search committee chair, after consultation with the head of the department, to ensure involvement in the staff search of the personnel who will be impacted by the hire.

Training will be provided by Human Resources about EEO issues and hiring practices. Please note that there are some questions that cannot be asked of candidates and topics that may not be discussed in relation to the hiring process. Search committee members must be alert to avoid discussing candidates or talking with them in a way that might be considered as discriminatory. These topics are addressed in greater detail later in this document. The Chief Human Resources Officer (CHRO) should be invited to the first search committee meeting to discuss these and other issues.

The head of the department or appropriate University official writes a job posting, which includes the prospective starting date for the new staff member, what materials candidates should submit in the application package (i.e., cover letter, resume, and/or references), and other aspects of the position.

Tips on Forming a Search Committee

1. The Department Chair/Director should appoint a search committee chair who holds a position at the same level as, or at a higher level than, the vacant position. The Department Chair/Director is responsible for constituting the search committees, under the direction of the Dean. Exceptions to this practice often are made for faculty members, who may be asked to chair faculty search committees regardless of their rank or tenure status.
2. The size of the search committee should reflect the extent to which the position is involved in the campus overall. Searches for positions that have broad campus responsibilities might call for large committees, although it can be difficult to schedule meetings and interviews with large committees. For faculty searches, five is a typical number of search committee members.
3. Committees should have an odd number of members, if possible. This can help eliminate the potential for a tie when votes are taken. All votes should be taken by secret ballot.
4. All members of the search committee should be present for all candidate interviews. Search committee members must have met with all candidates during the campus interviews or they may not cast a vote for semi-finalists or finalists.

5. A strong effort should be made to form a search committee that is diverse. In this context, diversity includes such factors as gender, race, sexual orientation, and junior/senior faculty status.
6. In addition to a diverse composition, all search committees should include one member who is outside of the department.
7. An attempt should be made to appoint as a search committee member at least one individual who has held or supervised the vacant position or a similar position.
8. It is important to determine whether each potential search committee appointee has sufficient time to devote to search committee duties. It would be helpful to have a potential search timeline prepared to show prospective search committee members. That will allow them to determine whether they can participate.
9. The official who appoints the search committee should ensure that the search committee possesses expertise sufficient to make astute comparisons among applicants.
10. The search committee should be made up of people who will represent a variety of perspectives on the role and function of the vacant position.

Charge to Search Committee

The appropriate University official will develop a charge to the search committee that may include the following:

1. Time frame for completing the search
2. Essential and preferred criteria for selection
3. Duties of the search committee chair and duties of individual committee members
4. Procedure for review of applications
5. Reaffirmation of the University's commitment to affirmative action and equal employment opportunity and the expectations of the committee in this regard
6. For faculty searches, expectations for the Dean's involvement in the search process, as well as the role of the Provost and the President
7. Preferred number of candidates to visit the campus and a general idea of the conduct of the campus visit and the individuals/groups with whom the candidates will meet
8. Format in which the search committee's final recommendations are to be brought forward (unranked candidates, with narrative summary)
9. Where and how the committee will receive administrative and logistical support
10. The budget for the search
11. The utmost importance of strict confidentiality

Training for Search Committees

Training is available to search committee members and has a strong focus on diversity, equity and inclusion issues related to searches. The training module addresses various issues related to searches, including the importance of adhering to EEO/AA policies and protocols. To gain access to this training module, please contact the HR staff.

Job Posting

The Department Chair/Director must contact the Human Resources Office to begin a job posting through PeopleAdmin, the online HR system in order to have the job posted on the University's website and to have it advertised externally. For faculty searches, this would be with the Dean's approval.

Required Information for Job Posting – to be provided to HR

1. Position title
2. Whether position is tenure-track
3. Length of appointment (9-month, 10-month, etc.)
4. Position number (for existing positions)
5. Fund, Org and Account numbers
6. Department
7. Name of search committee chair
8. Job summary – This is the main description that you want applicants to see in the posting.
9. Minimum qualifications – The credentials that are *required.* Candidates cannot be hired unless they have those credentials.
10. Preferred qualifications – The credentials you hope that the candidates will have but are not required.
11. Documents that are required and documents that are optional. Choices include resume, CV, cover letter, teaching philosophy, list of references and other. If you mark a document as being required, applicants will not be able to complete the application process without including it, so please be sure that it really is necessary before you mark it as being required.
12. Special instructions for applicants – Examples of things shown in this section in past searches include things like, "For more information, please contact ___ (name and contact information of search committee chair)"; "Please mail X (document) to department"; "Applications received by X (date) will receive priority consideration", etc.
13. Where position should be advertised. *Please note:* If you are placing an ad yourself, for example, in a trade journal or through your professional listserv, please be sure to show the position as it appears in the approved job posting. Additionally, it is essential to direct all candidates to apply online (https://www.shepherd.edu/hr/careers). Candidates may not be considered unless they apply through the official application process.

Job Advertising

Jobs must be posted for a minimum of 10 days before the positions can be filled. Preferences for external advertising should be noted in the job posting requisition. After the job posting has been approved by everyone in the hierarchy and it reaches the HR Office, the HR staff will advertise the job, possibly following discussions with appropriate University officials. Once the job is posted, the search committee chair may send the position announcement to such sources as may maximize racial and ethnic diversity and gender representation of the faculty and staff. Many departments have memberships in organizations that host listservs. Those are good places to share the news of faculty and staff searches. The notices shared or posted by search committees must always be consistent with the postings and ads produced by the HR staff.

Diversity Statement

Search committees may consider including a strong diversity statement in their job postings. Here are examples of how this statement could be phrased:

1. The department values candidates who have demonstrated the ability to contribute to the inclusive excellence and diversity mission of the department, college, and university.
2. The department is interested in candidates who have demonstrated a commitment to promoting diversity, inclusion, and an openness to multicultural educational environments.
3. Positive consideration is given to candidates with a teaching, research and/or service record that encourages diversity of backgrounds, cultures, and perspectives of students.[1]

Application Submission

Individuals who are interested in the position will apply online and the search committee can view the applications online. Human Resources will provide application access information to the search committee chair, who will in turn distribute that information to the search committee members at the appropriate time. The applications go directly to the search committee; they are not pre-screened by the HR staff. When applicants complete their online application, they receive confirmation that their application was received. Applicants may provide affirmative action information when they apply.

Evaluating Candidate Attributes

The search committee members evaluate the credentials of the candidates and provide a quantitative analysis of their assessment. Committee members should "check their biases" to make sure they are evaluating candidates only on job related criteria. The individual candidate ratings are compiled by the search committee chair to assist in the selection of candidates to be interviewed. The candidate rating process is likely to be time-consuming and might involve several meetings of the search committee members as the top candidates are identified.

In addition to the required qualifications, the following non-inclusive lists include examples of attributes that might be sought by a department and the University. Search committees can use these examples as a guide in developing a list of needs for a particular search.

(1) Office of the Provost, Office of Equity and Inclusion, and Department of Human Resources. "UMassAmherst Faculty Search Activities Guide," University of Massachusetts Amherst, https://www.umass.edu/diversity/sites/default/files/faculty_hiring_guide_-_08.20.2018_final.pdf

Attributes Sought by a Department

1. Understands diverse learning styles
2. Has interdisciplinary emphasis
3. Supports professional development
4. Flexible in terms of job responsibilities and their evolution
5. Supports flexible scheduling
6. Possesses leadership experience
7. Customer service oriented
8. Teamwork oriented
9. Has a sense of humor

Attributes Sought by the University

1. Adaptability
2. Strong commitment to diversity and inclusivity
3. Welcomes innovation, creativity, new perspectives
4. Supports service learning
5. Understands accommodations for people with disabilities
6. Understands current classroom technology
7. Supports professional development
8. Flexible in terms of job responsibilities and their evolution
9. Possesses leadership experience
10. Customer service oriented
11. Teamwork oriented
12. Has a sense of humor
13. Welcomes innovation, creativity, new perspectives
14. Supports service learning
15. Understands accommodations for people with disabilities

Rating Candidates

Search committees should develop a quantitative method for evaluating the credentials of candidates to ensure objectivity and increase efficiency. The following spreadsheet is an example of a tool that can be used for this purpose.

Sample Candidate Rating Sheet

	Desired credential (example, required degree)	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Desired credential	Other significant strengths, weaknesses – add points for strengths and deduct for weaknesses	Total Points (possible __ points)
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														
Candidate Name														

Telephone or Video Interviews

Telephone or video (i.e., Skype or Zoom) interviews may be conducted as an inexpensive way to further narrow the pool of candidates, once the committee has agreed upon the top candidates. Certain rules of uniformity should be followed when conducting telephone or video interviews: The same questions should be asked of all candidates, the same information about the process should be given to all candidates, and the same members of the search committee should participate in all interviews in order to vote for the semi-finalists.

Telephone or video interviews with the search committee must be planned in advance. When candidates are called with an invitation to participate in a telephone or video interview, they should be given a brief description of the process so that they can be prepared. This would be a good time to ask the candidates' permission to begin calling references whose names have been provided by the candidates if this requirement was stated in the job posting. One of the most important parts of any search is thorough reference checking.

The interview should be conducted in a room large enough for all committee members to sit comfortably and within hearing and speaking range of the equipment. There should be at least two search committee members in the room. There should be no distractions -- cell phones should be turned off, the door should be closed, etc. Committee members should be seated and ready before the interview begins. A "dry run" to insure proper logistics can be helpful.

Several classrooms on campus have the necessary equipment to conduct Zoom or Skype (or other video) interviews. If you need help with video conferencing, please contact the Instructional Technologist in the Center for Teaching and Learning.

Planning and Arranging Telephone or Video Interviews

1. Consider time zone differences.
2. Allow time to debrief between interviews – or at least take breaks.
3. Schedule a call/video interview of about 30 minutes with interviewee and committee.
4. Review candidates' application materials.
5. Prepare questions and make copies of them for all committee members.
6. Determine the order in which interviewers will introduce themselves.
7. Assign questions to interviewers and determine the order in which the questions will be asked.
8. Test the speakerphone or video equipment.
9. Make sure there are no scheduling conflicts with the interviewing room.
10. Agree on an evaluation tool.

Sample Telephone/Video Interview Questions

1. Describe your educational background and experience as it relates to this position.
2. Why are you interested in working at Shepherd University, as opposed to other institutions?
3. How did your most recent position support the accomplishment of the mission of your organization?
4. In your previous position, what do you consider your greatest accomplishment(s)?
5. What were your most significant failures?
6. How would your supervisor and co-workers describe your work?
7. What is your reason for leaving your current position?
8. Describe your preferred work environment.
9. What is your experience with diversity and inclusion issues?
10. Describe the teaching/management style you exhibit and prefer.
11. Talk to us about your research agenda.
12. What experience have you had with service learning?

Candidate Telephone/Video Interview Evaluation

Following is a sample of the type of rating sheet that can be used for telephone or video interviews. It is important to rate all candidates in a consistent manner, using a tool that allows for flexibility and objectivity.

Sample Candidate Telephone/Video Interview Evaluation

Name of Candidate: ____

	poor				acceptable					excellent
Question 1	1	2	3	4	5	6	7	8	9	10
Question 2	1	2	3	4	5	6	7	8	9	10
Question 3	1	2	3	4	5	6	7	8	9	10
Question 4	1	2	3	4	5	6	7	8	9	10
Question 5	1	2	3	4	5	6	7	8	9	10
Question 6	1	2	3	4	5	6	7	8	9	10
Question 7	1	2	3	4	5	6	7	8	9	10
Question 8	1	2	3	4	5	6	7	8	9	10
Question 9	1	2	3	4	5	6	7	8	9	10
Question 10	1	2	3	4	5	6	7	8	9	10

	poor				acceptable					excellent
Overall Rating	1	2	3	4	5	6	7	8	9	10

Summarize Candidate's Strengths:

____

____

Summarize Candidate's Weaknesses: ____

____

General Comments: ____

____

On-Campus Interviews

Narrowing the Candidate Pool: Following the telephone or video interviews, additional reference checking should be done (still listed references only, at this point) and the search committee should have a quantitative process for deciding which of the candidates who were interviewed by phone or video will be invited for on-campus interviews. Up to three candidates may be invited to the campus for an interview. If the search committee believes additional (or fewer) candidates should be invited, they must seek permission from the Dean and the Provost for an exception to this rule, in the case of faculty searches, or the department head, in the case of staff searches.

Scheduling the Interview: The search committee chair arranges the interview schedules for on-campus interviews with the necessary University officials (i.e., Provost, Dean, Department Chair/Director, head of department), and search committee members. It is important to check the schedules of everyone who needs to be a part of the process before scheduling the candidates and, especially, before any airline tickets are purchased. The search committee chair ensures that those who are involved in the interview process each have a copy of the curriculum vitae/resume for each candidate who is brought to campus for an interview well in advance of the interview date.

Travel Logistics: The search committee chair invites applicants to campus for interviews and provides them with state regulations regarding travel arrangements, reimbursable expenses information (hotel, airline tickets, travel expenses, settlement form, etc.). The University will reimburse candidates for rental cars and, since they are not University employees, they also can be reimbursed for additional insurance if they buy that. Please see the Procurement Services website for additional information.

The search committee chair sends each applicant a schedule for the visit and interview. The candidates should be directed to links about Shepherd University, Shepherdstown, the region, hotels, map of the campus, etc. There may be additional materials to be presented to the candidates as they are greeted by a representative of the search committee.

Candidates are asked to make their own airline reservations and pay for their airline tickets up front. Candidates who come for an interview will be reimbursed for their tickets following their on-campus interview, with the submission of the travel expense reimbursement form. Candidates may not be reimbursed for more than three days of travel expenses. When possible, search committee members should use a vehicle from the University car pool for driving candidates. When hosting candidates for meals, search committee members must pay for the meals with a University P-Card. Please remember that alcohol cannot be reimbursed. For faculty searches, the Provost will pay for airfare and mileage and the department will pay for lodging and meals.

The search committee chair/administrative assistant works with the candidates for travel reimbursement, and ensures verification of the candidates' highest degrees earned.

Hosting Candidates: Hosting each candidate graciously is extremely important. Each candidate must be treated the same. Search etiquette includes actions such as picking up the candidate from the airport, escorting the candidate from one meeting to another when the candidate is on campus and, generally, making every possible effort to help the candidate feel comfortable. Provide to candidates the opportunity for a campus tour and a tour of the local area. Please remember that hosting job candidates is an opportunity to showcase Shepherd to people who may not have had any prior exposure to the University. We want candidates to have positive perceptions and memories of Shepherd, even if they are not offered a position.

The same policies regarding appropriate interview questions of candidates apply throughout a candidate's visit. It is not acceptable to ask inappropriate questions even if the environment is casual, such as when the candidate is riding in a car or eating a meal.

Discussion of Salary: For faculty searches, the Dean, after consultation with the Provost, shall either directly or through a designee, discuss salary with each candidate before the candidate is invited to campus or prior to the candidate's leaving campus. The Dean or the Dean's designee also shall, after consultation with the Provost, discuss any potential special conditions of employment, e.g., time towards tenure that may be granted consistent with University policy. For staff positions, the head of the department or appropriate University official shall discuss salary with each candidate prior to the candidate's campus interview or before the candidate leaves campus.

Interview Preparation

1. Schedule a conference room where there will be no distractions and schedule other facilities, as needed.
2. Make sure all of the interview participants have the required materials, being mindful especially of those who are not serving on the search committee, such as the Provost.
3. Review the job description.
4. Draft and agree upon specific questions to be asked of all candidates. Questions should be open-ended, informational, situational, and behavioral.
5. Review the candidates' application materials.
6. Agree on the format for the interview and the candidate evaluation tool that will be used.
7. Ensure that you know and can identify the indicators of the candidate's ability to perform the job.
8. For faculty positions, arrange for a teaching demonstration.
9. Arrange for meeting times with students, department faculty, and other appropriate personnel.
10. Please refer to the page on EEO considerations in interviews and reference checking.

Tips for Search Committee's Interview with Candidate

1. Introduce committee members.
2. Describe the format of the interview.
3. Let the applicant do most of the talking.
4. Keep the interview on track.
5. Observe nonverbal behavior.
6. Take notes, and make sure that your notes are strictly job-related.
7. Leave time for the candidate to ask questions.
8. If references have not yet been checked, ask if you can check the references provided by the candidate as well as references not provided by the candidate.
9. Describe the remainder of the search process and the approximate time frame. If the time frame changes, then be sure to notify the candidate so that your credibility is not compromised.
10. Thank the candidate for his/her time.

Sample General Interview Questions

1. Please describe your present responsibilities and duties.
2. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
3. What do you consider to be your most important accomplishments in the last two or three positions you have held?
4. What would you want from your next job that you are not getting now?
5. Describe your involvement with committees, your role on the committees, and what you learned from each experience.
6. What experience have you had with service learning?
7. In previous positions, how much of your work was accomplished alone and how much was accomplished as part of a team effort?
8. Describe the most difficult interpersonal challenge you have been faced with and what you did about it.
9. Have you had public speaking experience? If so, who was the audience, and what was the purpose? Are you comfortable with public speaking?
10. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.
11. Describe the best boss and the worst boss you have ever had.
12. Describe your ideal job.
13. Describe a time when you went "beyond the call of duty" to accomplish a task.
14. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
15. What new programs or services have you started?
16. How would you describe "on-the-job stress" and how do you handle it?
17. Tell us how you would learn your new job aside from a formal training program.
18. Think about a co-worker from the present or past whom you admire. Why?
19. Can you share with us your ideas about professional development?
20. Describe some basic steps that you would take in implementing a new program.
21. Give us some examples of your efforts to promote diversity and inclusion in the workplace.
22. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
23. Describe your volunteer experience in community-based organizations.
24. What professional associations do you belong to and what is your level of involvement?
25. Tell us about your preferred work environment.
26. What experiences or skills help you manage projects?
27. Tell us how you would use technology in your day-to-day job.
28. In what professional development activities have you been involved over the past few years?
29. What things have you done on your own initiative to help you prepare for your next job?
30. Do you have any additional information that you would like to share?
31. Do you have any questions for us?

Sample Interview Questions Specifically for Faculty Candidates

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty be split and into what areas?
7. What changes have you brought to the teaching of (particular discipline)?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where does this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor?
14. In which areas do you feel you can use some further development?
15. How do you feel your teaching style can serve the student population of Shepherd University?
16. What pedagogical changes do you see on the horizon in (particular discipline)?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less-motivated and under-prepared student?
19. What are your current research interests?
20. How have you involved your students in your research?
21. What are the most recent books and articles that you have read?
22. What are your scholarly or research interests that make you a good candidate for this position or, once hired, would qualify you for promotion and tenure?
23. What is your experience with assessment?
24. How do you insure that student learning is occurring?

Criteria for Evaluating Classroom Presentations

1. Was the candidate's bearing professional?
2. Was the candidate well prepared?
3. Was the learning objective clear?
4. Did the candidate attempt to establish a rapport with the class?
5. Did the candidate demonstrate mastery of his/her subject?
6. Did the candidate present the subject matter in an effective manner (clarity, well-paced)?
7. Were learning aids used? If so, how effective were they?
8. How did the candidate handle questions from the class?
9. Did the candidate demonstrate sensitivity to minority populations?
10. Did the candidate engage the class and hold its attention?
11. Did the presentation start and end on time?
12. Did you learn something worthwhile from the presentation?

EEO Considerations in Interview and Reference Check Questions

It is very important that the questions a supervisor and search committee ask during reference checks and interviews are directly related to the applicant's ability to perform the particular position being hired for. Make a list of questions and ask the same questions of each applicant or reference, in the same order. Questions related to the applicant's **gender, race, age, national origin, religion, sexual orientation, disability, familial status**, or other considerations not related to the job may be discriminatory and may not be asked during the interview or during any other time spent with the candidate. Instead, focus on skills or traits directly related to the job. Also, when talking about the candidates, the comments should be limited to job-related qualities just as they are when talking with the candidates.

Unacceptable Question	Employment Issue	Acceptable Question
About maiden name, marital status	Work history	Have you ever worked under a different name?
Wish to be addressed as Mr., Miss, Mrs. or Ms.?	None	None
About number, age of children	Work availability	What schedule can you work?
About babysitter	Work availability	Are there times you cannot work?
About skin coloring, requesting a photo	None regarding race	None
About location of current address, home ownership	None regarding race	None
About length at current address, home ownership	None regarding age	None
High school, college graduation date	Education	Do you have the diploma, degree required for the job?
What is your age?	None regarding age	None
Where were you born? Where are your parents from?	Employment eligibility	Are you legally eligible for employment in the U.S.?
What is your native language?	Job-related language proficiency	If job-related, in what languages are you fluent?
About religious practices; labor union, club, lodge or society membership	None regarding non-job related organizational affiliations	Do you have non-work responsibilities that could interfere with job duties and requirements, like travel?
About home ownership, wage garnishing, bankruptcy	Job-related credit history	Must comply with Fair Credit Reporting Act of 1970 and Consumer Credit Reporting Reform Act of 1996
Do you have a car?	Work availability	Are there times you cannot work?
Have you ever been arrested?	Job-related criminal history	Have you ever been convicted of a crime? If so, when, where, and what was the disposition of the case?
About job disabilities	Job performance	Can you perform the duties of the job for which you are applying?
About military service dates, discharge type, veterans disability pension	Military record	What job-related education and experience did you receive in the military?

Sample Reference Check Questions

1. In what capacity and for how long have you known the candidate?
2. Why do you believe the candidate is seeking this position?
3. What professional qualities would you list as being strengths of the candidate?
4. In your judgment, has the candidate demonstrated a commitment to diversity and inclusion?
5. Is this candidate adept in the use of technology in the classroom?
6. What do you feel has been the greatest contribution made by the candidate to his or her current institution?
7. Please comment on the candidate’s work ethic.
8. Would you hire this candidate if he/she were applying for a similar job at your institution?
9. Is there anything else that you think I should know about this candidate?

Google searches and other Internet searches should be conducted in addition to references checks. If they are done for one of the candidates, they need to be done for all of them.

Sample Campus Interview Itinerary

(To be used for faculty positions and Director or above staff positions)

For each item, include the name of the person who will pick up or meet the candidate, along with that person's title and contact information. This should be sent to the candidate about five days before their arrival. Copies should be sent to the appropriate department members, Dean, Provost, and search committee members. Include candidate contact information and escort's information as well as a campus map.

Day One

- Arrival (insert flight information to confirm plans)
- Airport pick up and hotel delivery – or candidates drive themselves
- Dinner (candidate alone, with individual or with small group depending on the budget and preferences)

Day Two

- Hotel pick up
- Breakfast (candidate alone, with individual or small group depending on budget and preferences)
- Interview with search committee. Please include time to fill out appropriate travel expense reimbursement paperwork.
- Campus tour
- Teaching demonstration (for faculty positions)
- Lunch with search committee/select individuals
- Meeting with students
- Meeting with Dean (for faculty) or appropriate department leadership (for staff)
- Meeting with Provost (for faculty)
- Dinner with search committee/select individuals (optional)
- Deliver to airport for departure – or candidates drive themselves

All of these sessions would not be required for staff positions but, if possible, an open session should be provided for those to which the entire campus would be invited.

Sample Interview Evaluation Based on General Observations

Candidate's Name ______________________________________

Date of Interview ________________________

Position ____

1. Candidate's strengths:

2. Candidate's weaknesses:

3. Describe your level of satisfaction with the candidate's responses to questions asked. Which questions, if any, were left unanswered?

4. Does this candidate appear to be able to perform the job?

5. What reservations, if any, do you have about this candidate's ability to succeed at Shepherd University?

6. Other comments:

7. Where do you rank this candidate in relation to the other candidates who have been interviewed?

Name of Individual Completing Form ____

Sample Interview Evaluation for Faculty Candidates

Candidate's Name ____________________________________

Date of Interview __________________

Position ____

MASTERY OF A BODY OF KNOWLEDGE

1. In your opinion, did the candidate have sufficient mastery of a body of knowledge in (specific discipline)?

2. Was the candidate's area of professional emphasis evident and was his/her level of knowledge in this area sufficient to be considered expert?

TEACHING ABILITY

3. Was the candidate's teaching philosophy consistent with the needs and expectations of Shepherd University faculty and students?

4. How would you evaluate the candidate's presentation?

SCHOLARSHIP

5. Did the candidate have a well thought out and planned research agenda?

6. Has the candidate presented papers and been published? How often and where?

SERVICE RELATED TO THE PROFESSION

7. What committees has the candidate worked on?

8. What professional associations does the candidate participate in?

Overall Evaluation:
Excellent Candidate ____ Good Candidate ____ Unacceptable Candidate ____

Name of Individual Completing this Form____________________________________

Sample Candidate Evaluation Form

(For use in seeking group feedback on candidates' performance during public speaking sessions or classroom presentations)

Name of Candidate: ______________________________

	poor				acceptable					excellent
1. Overall Rating (Circle one)	1	2	3	4	5	6	7	8	9	10

2. Candidate's Strengths: ______________________________

____

3. Candidate's Weaknesses: ______________________________

____

4. Comments: ______________________________

____

5. What is your primary category? (Circle only one)

Student Classified Staff Faculty Non-Classified Staff

Selection of Successful Candidate

For staff positions, when the search committee agrees on the leading candidates, the search committee chair sends to the head of the department or appropriate University official a list of the strengths and weaknesses of all acceptable candidates along with the recommendation of the person to be hired.

The process for the selection of successful candidates for faculty positions is detailed in the *Shepherd University* *Faculty Handbook* in the section titled Faculty Recruitment and Hiring Procedure. The following is a general summary of that process and does not include all of the details shown in the *Faculty Handbook*.

When the search committee agrees on the leading candidates, the search committee chair sends to the Department Chair/Director a list of the strengths and weaknesses of all acceptable candidates. This information is sent up through the reporting hierarchy (Deans, Provost) with accompanying documentation and recommendations from each administrator. After receiving the President's approval, the Provost notifies the Dean of the hiring decision and a job offer is extended by the Dean.

To avoid surprises, the Dean or search committee chair needs to inform the successful candidate that a background check is required and tell the candidate that they will receive an email message from Applicant Insight, the background check vendor, with a link to initiate their background check. Additionally, the Dean should remind the successful candidate to submit official transcripts to the Provost's Office. It is important to tell the successful candidate that the first paycheck will be available four weeks after the hire date or start date of the faculty contract, since new employees are paid "in arrears".

Hiring Procedures

After an offer has been extended and accepted, it is the supervisor's responsibility to make sure that a Hiring Proposal is started through PeopleAdmin, the online HR system. For faculty appointments, the Dean is responsible for this. The Hiring Proposal is what triggers the submission of appropriate paperwork by the Payroll Office to the State Budget Office, placing the new employee onto the University payroll.

The Human Resources Office (for classified positions) or the President's Office (for non-classified positions) prepares appointment letters to be sent to the successful candidate.

For faculty positions, the President's Office prepares offer letters covering the terms of hire (i.e., salary, rank, title, tenure status, acceptance of previous teaching experience, starting date, and reimbursable expenses) and the Provost's Office prepares letters of hire outlining expectations. Signed contracts are returned to the Provost and then the Dean and Department Chair/Director are informed that the transaction has been completed.

Communicating with Unsuccessful Candidates

For faculty positions, the Provost's Office will notify the HR Office that a selection has been made so that the HR Office can initiate the generation of email notifications to the unsuccessful applicants telling them that the position has been filled. These email messages will be sent to the candidates who were not selected for interviews. It is the responsibility of the search committee chair to call (or, if necessary, email) all candidates who have been interviewed for the job, whether the interview was by phone or in person, to tell them that they have not been selected for the position. This notification needs to be done within three business days after receiving the signed contract from the successful candidate. Should a candidate ask the status of a search that is still in process, the person contacted should explain that the search is still in process and provide a conservative time frame for when the candidates can expect to be notified of their status.

For staff positions, the supervisor will notify the HR Office that a selection has been made so that the HR Office can initiate the generation of email notifications to the unsuccessful applicants telling them that the position has been filled. These email messages will be sent to the candidates who were not selected for interviews. It is the responsibility of the search committee chair to call (as opposed to sending letters or email messages) all candidates who have been interviewed for the job, whether the interview was by phone or in person, to tell them that they have not been selected for the position. Notification to unsuccessful candidates should be done as soon as possible as a courtesy to candidates.

Records

The chair of the search committee needs to compile for the Provost a record of the search and an explanation of the hiring decision. It is not necessary to save paper copies of the candidates' credentials or anything that was submitted through PeopleAdmin, the HR system, because the electronic files will serve as the search records. Other types of documents related to the search, such as candidate rating sheets, reference check reports, etc., should be sent to the Dean or to the HR Office to be maintained for three years.

Visa Sponsorship

For the foreseeable future, Shepherd University is not sponsoring H1-B visa applications.

New Employees

Employees *are not permitted to work* until the supervisor is notified by the HR Office that the employee has been authorized to begin. The HR Office will provide this notification as soon as the approval is received from the appropriate offices in Charleston.

New employees may not work beyond three days without completing the Federal I-9 form. If they have not completed an I-9 Form by their third day on the job, then they may not return to work until it is done! This is a Federal requirement and not one that allows for flexibility at the institutional level.

New employees must go to the HR Office, which is open Monday through Friday, 8 a.m. to 4:30 p.m., to take care of employment paperwork such as the completion of their I-9 Form, tax withholding forms, etc. That can be done at any time once they have been hired, even before they arrive for their first day of work.

No appointment is necessary for the completion of the initial new employee paperwork. However, new full-time employees do need to schedule an appointment with HR in order to work through the details of the benefits in which they wish to participate, such as health insurance and life insurance.

Additionally, employees need to go to the Rambler Card Office to get an ID card and to the Shepherd University Police Department to acquire a parking permit. Department Chairs/Directors, administrative assistants, and others should assist new employees in taking care of the requirements related to beginning work. It can seem like a complex process for new employees, and providing assistance will help to make them feel welcomed to the University community. A new employee checklist is available on the HR website to help new employees and their departments know what actions are needed.

The Center for Teaching and Learning offers a New Faculty Orientation Program. New faculty members will receive invitations to that program. The HR Office offers a New Employee Orientation Program for full-time and part-time classified and nonclassified staff. New employee members will receive invitations to that program.

Search Checklist

_____ Resignation has occurred or new position has been created.

_____ VP/Executive Officer over department where vacancy has occurred has received permission from the Executive Leadership Team to recruit.

_____ Appropriate administrator (Dean, Director, VP) has formed a search committee and given the committee its charge.

_____ Search committee has prepared a job posting, working with HR to post the position on the HR applicant site.

_____ Search committee chair or appropriate administrator has worked with HR to identify suitable advertising sources, noting in particular the need to recruit a diverse pool of candidates, and HR has placed the ads.

_____ Search committee members have evaluated applications.

_____ Search committee chair has facilitated narrowing the candidate pool and selecting candidates to be interviewed.

_____ Appropriate person has contacted selected candidates and invited them to be interviewed.

_____ Appropriate person has arranged for interview logistics (scheduling interviews, reserving rooms, setting up video meetings, etc.).

_____ Search committee members have checked references.

_____ Search committee has met and decided which candidate(s) to recommend for a potential offer. Depending on the department or level, further approval may be required before an offer can be made.

_____ For faculty positions, recommendations have been forwarded through the process described in the Faculty Handbook.

_____ For faculty positions, an offer has been made by the Dean with the Provost's approval.

_____ For staff positions, an offer has been made by the appropriate supervisor with appropriate senior-level concurrence.

_____ Staff member with access to PeopleAdmin (the online HR system) has started a hiring proposal.

SHEPHERD UNIVERSITY FACULTY AND STAFF SEARCH MANUAL

Index

For questions about anything in the Shepherd University Faculty and Staff Search Manual and/or for assistance with searches, please contact the Human Resources Office at 304-876-5299.