



NJCU | **Human Resources**



**Selection Toolkit for
Search Committees**



Table of Contents

INTRODUCTION	4
APPOINTMENT	4
TRAINING	4
SEARCH ROLES & RESPONSIBILITES	4
The Role of the Chair	4
Confidentiality	4
Search Committee Composition	4
Search Committee Responsibilities	5
SHORTLIST	5
INTERVIEWS.....	6
Conducting the Interview	6
OFFER	7
CLOSING THE SEARCH	7
Professional Reference Form.....	8
Selection Committee Checklist:.....	9
Chair Responsibilities:.....	9
Interviewing	9
Making the offer.....	9
Committee Responsibilities:	10
Shortlisting.....	10
Interviewing	10
Avoid Discriminatory Questions in the Interview Process	11
Family –Marital Status Protected by Law Against Discrimination: Gender	11
Race; National Origin; Ancestry Protected by Title VII and Law Against Discrimination.....	11
Religious Discrimination Protected by Title VII and Law Against Discrimination.....	11
Age Discrimination Protected by Law Against Discrimination and Age Discrimination in Employment Act.....	11
Disability Protected by Law Against Discrimination and American Disabilities Act	12
Family Medical Leave Act	12



Office of Human Resources

Hepburn Hall room 105

INTERVIEW QUESTIONS:	13
GOOD INTERVIEW QUESTIONS	13
FACULTY INTERVIEW QUESTIONS.....	14
FREQUENTLY ASKED QUESTIONS	15
INTERVIEW QUESTIONS TO AVOID	16
Acceptable Alternative questions:	16
Applicant Evaluation Form	17

INTRODUCTION

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

APPOINTMENT

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

TRAINING

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

SEARCH ROLES & RESPONSIBILITIES

The Role of the Chair

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

Confidentiality

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

Search Committee Composition

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

regarding the position and its role within the university, please consider selecting members who are cognitively diverse from one another and can bring different perspectives to the overall selection process. In the spirit of reflecting the student body we serve, each search committee must include members of the Hispanic and Black community, although search committee membership should reflect diversity in as many dimensions as possible (e.g., race, ethnicity, gender, age, sexual orientation, religion, marital status). Committee composition will be vetted by the Human Resources Department prior to being charged.

Search Committee Responsibilities

Under the direction of the chair, the committee members share in the recruitment process of planning, and agreeing to the timetable to fill the position, shortlisting the candidates, interviewing candidates, and conducting reference checks.

The committee should have a minimum of three, and a maximum of five people capable of assessing the skills and competencies required for the position.

- ✓ The structure of the committee members shall be in accordance with level of the appointment. Members must be of equal or higher classification.
- ✓ Know and comply with the [EEO guidelines](#).
- ✓ The committee must include one member from outside of Faculty, or Office to avoid the perception of bias.
- ✓ Members must notify the chair of any conflicts between themselves and applicants. The Chair can determine if a conflict of interest exists and, if so, allow the person to withdraw from the committee.
- ✓ All members must complete Diversity and Inclusion training prior to serving on a search committee.

SHORTLIST

Applications for the position are available for review for the committee members on [Taleo](#).

The Chair can notify the Office of Human Resources if they want to extend the date for applicants to apply prior to beginning interviews. Applications will be accepted through Taleo during the period the position is open. The Chair is responsible for contacting any applicant who failed to complete his/her application or failed to submit required material. The committee can choose to disqualify candidates based on an incomplete application.

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

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

- The candidates to be interviewed. (using the composite matrix of shortlisted candidates).
- The questions that are asked in the interview.
- The type of interviews for the candidates who cannot attend in person (skype or phone)
- Tasks or presentations that will be a part of the interview process.

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

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

Examples include:

- Can you describe a stressful situation you dealt with at work which demonstrates your ability to cope?
- As a supervisor have you ever encountered a situation where you implemented a policy or procedure and the staff did not agree? What happened and how did you resolve the situation?
- Give an example of a time when you managed a project that failed, what did you learn from the experience?

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

INTERVIEWS

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

Conducting the Interview

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

The Chair should:

- ✓ Greet the candidate on arrival. (Ask the candidate the preferred name they wish to be called).
- ✓ Allow the Committee to introduce themselves.
- ✓ Advise the candidate of the structure of the interview and its expected duration.
- ✓ Provide a brief overview of the job and the workplace.

To keep consistency and fairness, members should share the task of asking the agreed questions to all candidates. Follow up questions are acceptable if further information is required. The committee should invite questions from the candidate. Questions in relation to conditions of employment, the committee should indicate that those will be addressed at a later time. Any questions from the interview about employment may be clarified by the Office of Human Resources.

The Chair should confirm personal reference checks, thank the candidate for their interest in applying for employment at the University and advise them when they should expect to hear from the University within the agreed upon time frame. Members must use the questions developed for the search.

OFFER

Personal Reference checks should be completed before an offer of employment is made. The purpose of the reference check is to collect any additional information to assess the candidate and confirm information provided by the candidate. Three personal references are required and are obtained from the candidate's application. When the committee is at the reference stage, the chair should contact the Human Resources Office so that a confidential reference check can be conducted. The Office of Human Resources will update the committee on the status of the reference checks.

After reviewing the candidates requirements, HR will let the hiring manager know what the offer will be based on internal and external market data.

CLOSING THE SEARCH

- ✓ Letters to Candidates

The Office of the Human Resources will notify all selected candidates through Taleo once the chose candidate has accepted the offer and completed all requirements to begin employment.

- ✓ Materials Returned

All search materials should be returned to the Office of the Human Resources once the search is completed.



Office of Human Resources

Hepburn Hall room 105

Professional Reference Form

When possible, ask the referee to send a follow up email or letter confirming the conversation.

Position: _____

Candidate's Name _____

Name & Title of Person Responding _____ Phone _____

Company Name _____

Relationship to Candidate _____ Years Known _____

Did you have the opportunity to observe candidate in his/her position as: _____

How would you describe his/her performance in the position? _____

Please describe his/her work ethics in the context of tardiness, absenteeism, attitude, abuse of sick or vacation time, dependability, trustworthiness, or completion of assigned tasks _____

In what environment do you believe that the candidate would work best? _____

Would you rehire/work with the candidate again? _____

Other Information _____

Signature of Interviewer _____ Date _____

Selection Committee Checklist:

Chair Responsibilities:

- The Chair should meet with the Hiring Manager to understand what qualifications the selected candidate needs to possess.
- The Chair/ Hiring Manager should contact the Office of Human Resources to be charged and confirm attendance of the committee members. **No search can commence until the committee has completed Diversity and Inclusion training and is charged.**
- At the first committee meeting the HR person charges the committee. The Chair informs the committees of their responsibilities.
- The Chair will grant the committee access to Taleo to review the applications. (Go the requisition in Taleo and write in the search box committee member names not already in Taleo). [Search Committee Taleo Guide](#)
- Committee members can request training for Taleo if needed.
- The Chair should schedule meetings and establish a timeline to complete the search with the Office of Human Resources. (The committee should come prepared with their available schedule).
- After reviewing all candidates contact the Office of Human Resources if the posting needs to be extended.
- Maintain confidentiality. Breach of confidentiality will result in immediate removal. And in termination of the search.

Interviewing

- Chair should compose a matrix to evaluate the candidates.
- Make a composite matrix to shortlist candidates. (Using scores from all committee members).
- Meet with the committee to establish selected candidates that will be interviewed. (determine dates for interviews with the committee)
- Organize Venue for interviews.
- Contact candidates for interviews or select designee.
- Ensure the best qualified candidates are interviewed.

Making the offer

- Send a minimum of three candidates to the hiring manager to make a final decision. The Hiring Manager will receive access to Taleo at this point to review the final candidate's resumes. (Candidate's should not be ranked).
- Complete Personal Reference checks for the final candidate.
- Upload all relevant information for the search to the appropriate requisition in Taleo. This can be done throughout the process.
- Once hiring manager approves send the Office of Human Resources the candidate's name, salary will be determined by the Office of Human Resources and discussed before offers are made.
- Inform the Office of Human Resources of any issues in relation to Visa, relocation, etc.

Committee Responsibilities:

Shortlisting

- Access Taleo to review the applications.
- Request/Receive Taleo training if necessary.
- Complete matrix of candidates.
- Agree to the timetable of completing the search.
- Review the job description.
- Understand what qualities the chosen candidate need to possess.
- Maintain confidentiality. Breach of confidentiality will result in immediate removal. And termination of the search.

Interviewing

- Attend search committee meetings.
- Complete the matrix to assist in selecting the best qualified candidates to be interviewed.

Avoid Discriminatory Questions in the Interview Process

Family –Marital Status Protected by Law Against Discrimination: Gender

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

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

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

Religious Discrimination Protected by Title VII and Law Against Discrimination

<u>Prohibited Questions</u>	<u>Religion</u>	<u>Can you work the schedule required for this position?</u>
What religious holidays do you observe?		

Age Discrimination Protected by Law Against Discrimination and Age Discrimination in Employment Act

<u>Prohibited Questions</u>	<u>Age</u>	<u>What is your work experience? Are you 18 or over? (If job related maximum age limits are sometimes permissible).</u>
What is your date of birth? How old are you?		



Disability Protected by Law Against Discrimination and American Disabilities Act

Do you have any health problems? Physical problems? Injuries?	Disability	“The hiring process involves (test, interview, and job demonstration) will you need a reasonable accommodation for this? (Only if the question will be asked to every applicant)
Have you ever been treated for any of the following medical conditions? Have you even been hospitalized? How many sick days did you take from work last year?	Disability	“Describe how you will perform (certain job-related tasks)” Ask only if all applicants are asked the question.
Will you need medical leave?	Disability	Refrain from asking even if there is a known disability.
Are you currently taking any medications?	Disability	Can you perform the functions of the job?
Can you drive?	Disability	“The job required going from one location to others, or travel, how do you feel about that? Or can you meet that requirement?
Tell me do you have any restrictions regarding lifting weights?	Disability	The job requires lifting boxes of 25-50 pounds, can you do that?
The job requires visiting different job sites to (supervise employees, teach classes, and conduct onsite audits), will you be able to get around in that wheel chair?	Disability	The job requires on-site visits at various locations throughout the state, can you do that or meet that requirement?
Have you ever filed a workers compensation claim?	Disability	Refrain from asking.

Family Medical Leave Act

Does anyone in your family have an illness that will require you to take time off from work?	Disability	Illegal question, refrain from asking.
--	------------	--

INTERVIEW QUESTIONS:

GOOD INTERVIEW QUESTIONS

<ol style="list-style-type: none"> 1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume. 2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you? 3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so? 4. How does this position fit into your overall career goals? 5. Describe the duties of your current job? 6. What do you dislike most about your current job? 7. What is your favorite part of your current job and why is it your favorite part? 8. What are the three college courses that best prepared you for your current job? 9. What is the best method for creating a _____? [a relevant product] 10. What qualities or experiences make you the best candidate for this position? 11. Describe two or three major trends in your profession today. 12. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them? 13. Describe a situation in which you did “all the right things,” and were still unsuccessful. What did you learn from the experience? 14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work. 15. Why did you choose this profession/field? 16. What new skills have you learned over the past year? 	<ol style="list-style-type: none"> 17. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment? 18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do? 19. Describe the best boss and the worst boss you have ever had. 20. Describe your ideal job. 21. What would your co-workers or your supervisor say about you? 22. Can you describe how you go about solving problems? Please give us some examples. 23. What is the biggest conflict you have ever been involved in at work? How did you handle that situation? 24. What new programs or services would you start if offered the position? 25. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views. 26. Tell us how you would learn a new job in the absence of a formal training program. 27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar? 28. Think about a co-worker from the present or past whom you admire. Why? 29. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable? 30. Can you share with us your ideas about professional development? 31. Describe some basic steps that you would take in implementing a new program.
--	--

FACULTY INTERVIEW QUESTIONS

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

FREQUENTLY ASKED QUESTIONS

❖ Can a Department Chair, Director or Supervisor be allowed to serve on a search committee?

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

❖ What travel costs are paid on behalf of the out of town candidates, and who pays for them?

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

❖ Can the search committee or hiring official recruit candidates? And is this a conflict of interest?

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

❖ What happens if the hiring official is not satisfied with the recommended finalist?

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

INTERVIEW QUESTIONS TO AVOID

You cannot ask any questions during an interview that relates to an applicant's race, color, religious, age, gender, national origin, or disability. In some states, inquiries about a candidate's sexual orientation are illegal. The following questions are merely a few of the questions that should not be asked:

Are you a U.S. citizen?
Where were you born?
What is your birth date?
How old are you?
Do you have a disability?
Are you married?

What is your spouse's name?
Do you have any children?
Do you have child care arrangements?
What is your race or ethnic origin?
Which church do you attend?

Acceptable Alternative questions:

The following questions should be asked only when there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

Do you have any responsibilities that conflict with the job's attendance or travel requirements?

Do you have any conflicts that would prevent you from working the schedule discussed?

Are you able to work in the United States on an unrestricted basis?

What languages do you speak or write fluently?

Have you worked under any other professional name or nick-name?

Are you able to perform the duties of the job description with or without reasonable accommodations?

Would you have any problem working overtime, if required?

Would anything prohibit you from making a long term commitment to the position and the institution?

If hired, can you provide proof that you are At least 18 years of age?



Office of Human Resources

Hepburn Hall room 105

Applicant Evaluation Form

This form is to be completed for the top 3 final candidates interviewed for classified/civil service vacancies. Sign and upload this form in Taleo.

The Date of Hire should be on a Monday at the beginning of a pay period.

Candidate Name: _____ Date of Interview: _____

Position Title: _____ Department: _____

Position Number _____ Previous Incumbent: _____

COMMENTS: Please provide feedback and/or information on the candidate's ability or inability to perform the duties required for the position:

CHECK (✓) ONE:

- _____ Lacked necessary work experience/education
- _____ Salary too low
- _____ Location not acceptable
- _____ Accepted other employment
- _____ Lacked qualifications/computer knowledge/office procedures
- _____ Not currently available
- _____ Not interested in position

Other (EXPLAIN): _____

Supervisor's Signature _____ Date: _____

*NOTE: