

**ACADEMIC
SEARCH COMMITTEE
GUIDELINES**



Academic Human Resources

Revised: September 2016

TABLE OF CONTENTS

Introduction	3
Forming a Search Committee	3
Office of Diversity and Affirmative Action	3 - 4
Creating the Personnel Requisition	4
Advertising/Recruiting	4 - 5
Developing the Screening Matrix	5 - 6
Interviewing and Campus Visit	6 - 7
Making an Interview Recommendation	6
Scheduling Interviews	6 - 7
Travel Arrangements	7
Lodging	7
Meals	7
Guidelines for Interviewing Candidates	7 - 8
Confidentiality & Professional Reference Checks	8 - 9
Making an Employment Offer	9
Additional “Need to Know” Information	9
Moving Expenses	9
Making an Offer to a Non-U.S. citizen	9
Offering a Higher Salary, Higher Rank or Service Rank Credit	9
Forms	10

INTRODUCTION

These guidelines have been developed for you to follow when conducting an academic search. **Please review this entire booklet as the guidelines have been altered due to the implementation of NEOGOV.** The purpose is to ensure uniformity when hiring for EMU. If questions or problems arise that are not addressed in these guidelines, please contact Academic Human Resources at 487-0076.

FORMING A SEARCH COMMITTEE

University staff and faculty members who serve on search committees are responsible for recruiting, screening, interviewing and recommending qualified candidates for open positions. The search committee process has been structured to assist you in your efforts to attract the best possible talent to the university. By following the established search committee process, the search committee should be able to carry out their responsibility in a timely, orderly, professional, ethical and legal manner.

- Search committees should be established as early as possible, especially if they are expected to provide input on the advertisement.
- Refer to your Department Input Document (if applicable) for any provisions regarding the composition of search committees to ensure you follow the guidelines stated.
- Efforts should be made to ensure that the make-up of the search committees reflect the diversity of the department, college, and University.
- Search committees may include people from both within the department as well as outside of the department.
- Whenever possible, search committee membership should reflect the diversity as appropriate to your department.
- As soon as a search committee is determined, they should read and sign the Code of Ethics form and send it to Academic Human Resources to be included in the search file. Committee members will not be able to view applications unless they have completed the Code of Ethics form.

OFFICE OF DIVERSITY AND AFFIRMATIVE ACTION

- It is the responsibility of the Office of Diversity and Affirmative Action to provide guidance in hiring activities of the University to foster a diverse faculty and staff and to meet Affirmative Action goals. Additionally, the office monitors faculty and staff recruitment activities to ensure compliance with University policies and procedures, federal and state laws and regulations, and University collective bargaining agreements.

Please feel free to contact their office at 734-487-1166 if you need assistance with expanding your diversity recruitment efforts.

- Department Heads/School Directors and the respective Search Committee Chairs are required to participate in a Diversity Training Workshop in the fall semester before search approval (e.g., prior to the posting of any job advertising).

CREATING THE PERSONNEL REQUISITION

- For faculty searches, once a search has been approved by the Provost's office, a personnel requisition must be created in NEOGOV to officially open the search. The Hiring Authority should follow Pg. 3 in the attached NEOGOV user guide on creating a requisition. For Academic AP searches, a posting request form must be completed and sent to the Provost and President for signature.
- The Hiring Authority creates the requisition and should attach search committee/chair info, the ad description, and recruiting plan form. All forms can be attached to the requisition in NEOGOV or can be sent in a separate email.
- Academic HR reviews the requisition, inserts the position control number from University Budget, edits/updates and posts ad. We will send you a final draft of the ad to use for advertising.

ADVERTISING/RECRUITING

- Use the Recruiting Plan form to identify the publications where the advertisement should appear.
- Departments are now responsible for posting their ads in the publications listed on the approved recruiting plan.
- There is a \$2000 budget to place advertisements/recruit (\$2500 for administrative searches). This amount also includes any travel related to recruiting at conferences. When the expenses hit Concur, please re-route the ad/recruiting expenses to: 114150 for faculty searches and 121050 for admin searches. Expenses that exceed the budget WILL NOT be approved unless you received prior approval from Academic HR.
- Minimum qualifications stated in the advertisement must be consistent with those defined in the Department Evaluation Document for faculty and in the classification specification for Academic APs. Please review your documents before submitting ad language.
- Include responsibilities and qualifications for the position in the advertisement.

- Distribute advertisement/job posting as widely as possible to reach a large number and diverse pool of potential applicants. Consider using a variety of approaches (e.g. mail, listservs, newsletters, online placement sites, and personal contacts).
- Consider using strategies to reduce the effect of bias in crafting language for the job advertisement and other recruitment materials.

AHR automatically places an ad at the following places (at no additional cost to the department):

- EMU Jobs Website
- ABILITYJobs
- Diversity Jobs – www.diversity-jobs.com
- Higher Ed Jobs - www.higheredjobs.com
- Hire Veterans – www.hireveterans.com
- Hispanic Jobs – www.hispanic-jobs.com
- Inside Higher Ed – www.insidehighered.com
- Michigan HERC – www.michiganherc.com
- Pure Michigan Talent Bank

DEVELOPING THE SCREENING MATRIX

- The screening matrix must be consistent with the minimum qualifications outlined in the advertisement and DED (or Job Class Spec).
- Once the advertisement is open, it will be posted for a minimum of fifteen (15) days in an effort to generate a diverse applicant pool.
- During the initial 15 days of the posting, the candidate pool will be reviewed to determine if the standards for diversity/underutilization have been met. If the standards have not been met, the DH/SD will be notified to discuss the additional recruitment efforts that will be employed.
- Before viewing the pool, the following will happen:
 - DH/SD (along with the Search Chair) must attend the Fall Search meeting (Date, Time and Location will be announced in advance).
 - DH/SD, Search Chair and Search Committee members must read and sign a Code of Ethics form.
 - Screening matrix must be reviewed and approved by Academic HR.
- After user access is granted, new applications will be added to the total pool of applicants-to-date and the pool will be updated on a weekly basis for committee and Hiring Authority review.

- Committees are to use the matrix to narrow down the pool to a short list of 10-12 applicants (if applicable). This short list must be submitted to AHR for review and approval. At this point, the search chair should change the disposition in NEOGOV for applicants once approved; committees have the option of conducting phone interviews using a standard set of questions (which must be reviewed by Academic HR first). Variation in questions may arise due to the need to clarify certain aspects of a particular candidate's background, but variations should be kept to a minimum.

INTERVIEWING AND CAMPUS VISIT

Making an Interview Recommendation

- Committees are to rank their top candidates who they intend to bring in for an interview. They must include a rationale on why these candidates were selected over the other qualified candidates. They must also attach copies of the completed matrices (either each individual matrix or one consensus matrix).
- Screening materials including a matrix and written rationale for selection of an applicant pool must be attached to the Interview Pool Recommendation. A screening/interview matrix must be used to evaluate all applicants who meet the minimum qualifications established for the position.
- Once candidates have been chosen, the recommendation needs to be submitted for approval to interview. The Hiring Authority completes an Interview Pool Recommendation Form and obtains Dean's (or appropriate supervisor's) approval prior to submitting the form to Academic HR.
- Academic HR will review the Interview Pool. We may ask to review additional information of rejected applicants prior to approving the Interview Pool.
- In NEOGOV, the search chair should change the status of those candidates who are not being considered **at all** for interview. Academic HR will send email notifications to those individuals. This step should **NOT** be used for those applicants that are considered to be on your "short list".

Scheduling Interviews

- Faculty searches are allotted \$2000 for interviewing. This includes the cost for traveling, lodging and meals for up to 3 candidates (4 candidates if 1 is local). Academic AP searches are allotted \$2500. When the expenses hit Concur, please re-route the interviewing expenses to: 114150 for faculty searches and 121050 for admin searches. Expenses that exceed the budget WILL NOT be approved unless you received prior approval from Academic HR.

- Contact the Office of Academic Human Resources to secure an independent third party to address any special accommodations or work-life questions that applicants may have during the search process.

Travel Arrangements

- If the person lives less than 300 miles away, suggest that the candidate drive to campus. **As of January 1, 2016, the mileage rate is 54 cents per mile.**
- If the person needs to fly to Michigan, make it a coach flight and try to schedule it 2-3 weeks in advance to improve the chances of getting a reduced airfare.
- If you need to interview the person right away, look at other methods of transportation such as the train or bus.

Lodging

- The following are hotels in the area. **Be sure to mention that you are from EMU so you can get the reduced corporate rates:**

Eagle Crest Marriott	Parish House Inn
1275 S. Huron St. Ypsilanti, MI 48197 (734) 487-2000	103 S. Huron St. Ypsilanti, MI 48197 (734) 480-4800

Meals

- In an effort to cut costs, try to set up breakfast, lunch or dinner appointments that include the candidate and the search committee chair or Department Head / School Director.
- If the search chair wishes to introduce the candidate to the entire search committee & departmental faculty, they can bring the candidate back to campus after the meal or have a gathering with light refreshments.
- To guide your thinking, the Per Diem Rate for Ann Arbor, MI (Washtenaw County) suggested by the IRS, is \$56, which includes the following:
 - Breakfast - \$9.00
 - Lunch - \$13.00
 - Dinner - \$29.00
 - Incidentals - \$5.00

Guidelines for Interviewing Candidates

- Treat all applicants consistently by asking the same general questions and by following a structured interview plan. A copy of the interview questions must be submitted to Academic HR before bringing the candidates in for interview.
- Establish rapport with the applicant – your first role is that of host.
- Explain the purpose of the interview and set an agenda informing the candidate that you will be taking notes during the interview.
- Gather predictive information by using skills of listening, probing, reflecting, summarizing, and evaluating. Consider using behavior based questions when appropriate.
- Use open-ended questions; avoid “yes” and “no” questions.
- Avoid leading questions.
- Describe the responsibilities of the position as well as information about the University.
- Answer questions and allow the applicant to add information.
- Conclude the interview by giving the candidate an estimated timeframe by which decisions will be made, if possible.
- Do not ask personal questions regarding age, marital status, children, relatives, birth place, ancestry, etc. (Please review the Michigan Department of Civil Rights Pre-Employment Inquiry Guide at http://michigan.gov/documents/mdcr/Preemploymentguide62012_388403_7.pdf)

Confidentiality & Professional Reference Checks

- Be careful not to breach the confidentiality of applicants:
 - Share information about an applicant on a need-to-know basis
 - Never discuss an applicant with other applicants
 - Never share information about unsuccessful applicants, even with department colleagues outside of the search committee.
- Prior to contacting references whose names were not provided to EMU by an applicant, contact the candidate (preferably in writing or by email) to let him/her know that you would like to contact a reference that is not listed, i.e. current employer.

- To ensure that all applicants are treated consistently, either the search committee chair or hiring authority **must check references on all candidates being interviewed.**
- If you are unsure of the questions that you should ask, please refer to the Sample Reference Check questions in the “Forms” section of this packet.

MAKING AN EMPLOYMENT OFFER

- Hiring authorities (after getting the Dean’s signature) should submit the Appointment Recommendation Form to Academic HR. After approval has been granted, hiring authorities are allowed to make offers based on target salaries provided to the Dean. **The offer letter must be reviewed by the Dean’s office before Academic HR reviews it.** Once the offer has been made and accepted, the search is closed.

ADDITIONAL “NEED TO KNOW” INFORMATION

Moving Expenses

- Moving Expenses **are not** covered by Academic HR. If you wish to offer moving expenses to your candidate of choice, please make sure that you have the money in your departmental budget. This must also be indicated in the offer letter.

Making an offer to a Non-U.S. citizen

- Please note if your recommended candidate for hire is not a U.S. citizen or permanent resident, they will need to obtain work authorization, typically by applying for an H1-B visa. If so, the department must understand that they are responsible for paying the filing and attorney fees that are associated with this process. It is an estimated cost of **\$2500** to file for an H1-B visa and cover attorney fees.
- In addition, if the non-U.S. citizen is hired, they must have permanent residency by the time they stand for tenure (**be sure to include this in the offer letter**). The Employer is only responsible for fees up to the filing of the Labor Certification Application. Afterwards, the filing fees as well as the attorney fees are now the responsibility of the employee to pay.

Offering a Higher Salary, Higher Rank or Service Rank Credit

- Should you wish to offer your recommended candidate a higher salary, higher rank or service rank credit, Please make sure that you have communicated with your Dean or Hiring Supervisor before Academic HR receives the appointment recommendation. If the request has been approved, please make sure to include it in the offer letter.

FORMS

The following are all the forms that will be used throughout the search process. They are included in this packet.

- Posting Request Form **(for Administrative Searches only)**
- Search Committee Form
- Recruiting Plan
- Code of Ethics Form
- Screening Matrix Template
- Interview Pool Recommendation
- Appointment Recommendation