



THE UNIVERSITY *of* TEXAS
HEALTH SCIENCE CENTER
AT HOUSTON



"Recruiting a Diverse Workforce"

The University of Texas Health Science Center at Houston is located in the Texas Medical Center and is the most comprehensive academic health center in Texas offering education, research and patient care in the biomedical, behavioral and social sciences.

Recruiting a Diverse Workforce

[Human Resources Department](#)

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Preface

UTHSC-Houston is committed to recruiting a high caliber diverse workforce. Therefore, in our recruiting efforts we seek to ensure that every search is designed so that every prospective qualified applicant regardless of their race and gender, has an opportunity to learn about the vacancy, is encouraged to apply for the vacancy, is interviewed when deemed qualified and recruited when it is determined the candidate is best for the position.

This handbook has been compiled to assist university personnel in conducting searches for faculty and administrative & professional (A&P) positions. The information contained in this handbook is intended to further the university's efforts to eliminate discrimination, take affirmative action and to provide equal opportunity, as indicated above. The guidelines in this handbook have been established following a review of search practices throughout the university. Often the narrative indicates what might be considered "best practice". These "best practice" guidelines have been determined by reviewing current legal standards and federal obligations, as well as reviewing issues and concerns of the university community members who are continually involved in the hiring process. Use of the guidelines in this handbook will allow the university to hire experienced, high caliber individuals and still maintain compliance with federal and state mandates. The use of these guidelines should also increase the diversity of our applicant pools, which should result in hiring more persons from underrepresented groups.

UTHSC-H's Human Resources Department (HR) has the responsibility of certifying all faculty and A&P searches to assure state and federal compliance. In addition, HR provides workshops and seminars on the search process, guidance to Search Committees and the hiring authorities, compiles data and sets hiring goals by conducting federally required statistical analysis.

This handbook outlines the search process and includes the necessary forms and information required by Human Resources. For further information, HR is located in the University Center Tower (UCT) building, 7000 Fannin, Suite 150 or call (713) 500-3130.

Persons with inquiries related to discrimination should also contact the Human Resources Department.

Recruiting & Selection Process For Faculty and Administrative & Professional Positions

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General Search Guidelines

Recruitment Guidelines for Faculty and Administrative & Professional

The University of Texas Health Science Center at Houston is an Equal Opportunity and Affirmative Action Employer. This means that, as an institution, we seek to provide an equal opportunity for all individuals to become aware of available positions, to apply for those positions and to assure equitable treatment of candidates throughout the hiring process. As an institution, we are also committed to taking "affirmative action" to increase diversity of the University community and making significant efforts towards inclusion of individuals who may not be sufficiently represented in the present workforce. Each search conducted for a University position should include proactive initiatives for increasing diversity, and provide equal opportunity for all potential candidates.

The University generally expects units / affiliates to conduct external searches for all faculty and A&P appointments. Although a search is not required for visiting, temporary, and part-time faculty appointments, we encourage the use of searches as an effort to ensure an equal opportunity to all interested candidates. Internal searches may be conducted for certain types of appointments. However, all appointments must conform to equal opportunity and affirmative action guidelines for inclusion. Prior to initiating the recruitment process, you must obtain approval from your budget authority. Any waiver from the suggested search guidelines must be approved by the Office of Equal Opportunity & Diversity (Human Resources). Please note the following:

- All search paperwork must have the appropriate approvals.
- Any public inquiries during the search process should be referred to the search chair.

The Responsibility of the Hiring Authority

Generally, the "Hiring Authority" is the person (or persons) within the unit who has the ultimate responsibility for making the final hiring decision. This person also has the responsibility for assuring that the search process is conducted in accordance with university guidelines and procedures.

The hiring authority is also responsible for making certain that the University processes and policies related to equal opportunity and affirmative action are followed throughout the search process. Before beginning a search, the hiring authority should refer to the University's Affirmative Action Plan and review the statistical analysis for the positions to be filled. This analysis should help the hiring authority determine the scope of the search, outreach efforts, newspapers and journals for advertisements, and give a benchmark for the number of underrepresented persons which might be expected in the applicant pool.

The hiring authority has the responsibility for assuring that there is a written position description on file for each faculty and A&P position within the unit/department, an updated position description is required and will provide basic information needed to begin the search process.

Usually, search committees and others in the unit serve as advisors to the hiring authority and give valuable input and insight into the search process. The hiring authority has the responsibility of making sure that the search committee members understand what they are looking for in the optimal candidate. Problems may arise when the hiring authority and the search committee have different perceptions of the position responsibilities. The hiring authority should clearly communicate to the search committee the skills, abilities and experiences that are necessary to perform the job. This communication should include discussion of the position description and defining qualifications like "substantial experience" or "professional experience." The hiring authority should also clearly communicate the search committee's level of responsibility. The committee should be clear about what is expected of them and of their role in the search process from beginning to end.

Finally, the hiring authority is ultimately responsible for the treatment of candidates throughout the hiring process. Thus, the hiring authority should be aware of the interview format. The hiring authority should assure that there will be an equitable process for screening candidates, making reference calls and setting interviews.

Confidentiality of the Search Process and Materials

Search materials and related information should be kept completely confidential. This information should only be shared as necessary to perform the functions needed to complete the search process. Confidential search materials and information include:

- A complete file for each applicant, including the letter of application, vita, names of references, letters of reference, statement of interest, salary history and completed application forms.
- Completed screening devices.
- Interview questions and documented responses from each applicant.
- EEO applicant summary forms, Search Summary forms and letters or other correspondence to and from Human Resources.
- Conversations and statements made in search committee meetings.
- Conversations and correspondence with the hiring authority related to the candidates' qualifications.
- Information received during telephone conversations with the candidates or the candidates' references

Exceptions

Search Waiver Requests

All new appointments should be made following a search process that affords equal opportunity to all interested candidates. Since we are also an affirmative action employer, each search should include affirmative steps to reach underrepresented group members. Thus, direct appointments (appointments made without a search) to a permanent position should be made only in exceptional circumstances. **These circumstances may include diversity opportunities, promotions, emergencies, hiring prominent scholars, domestic partner accommodations, and other unusual hiring opportunities.**

Unless the above circumstances exist, direct appointments will not be approved if it is determined that there is an adequate pool of persons with the skills and abilities to perform the work. The direct appointment process should not be used when the hiring authority has a reasonable time to fill positions through a search. Many temporary positions serve as prime opportunities to increase diversity and further our affirmative action efforts; therefore, it is vital that we provide equal opportunity for temporary positions as well.

Waivers of the search process must be signed and approved by the appropriate hiring authority, the EVPAA for faculty position or the Chief Operating Officer for Administrative & Professional (A&P) positions, and the Chief HR Officer or Designee. For A&P position waivers, the approval of the VP of Human Resources must be obtained.

To make a waiver request, the following items must be completed and submitted:

- Search Waiver Request forms (see **Appendix 1 or 2**)
- The Curriculum Vitae (CV)
- The position description, and
- A letter that outlines the rationale for waiving the usual search process.

The hiring authority should not make a job offer to a candidate until the waiver is approved.

Pools

Search pools are generally used for situations that require an on-going pool of candidates from which to hire on a semester-to-semester basis. This can include lecturers, instructors, or postdoctoral research associates. Before establishing a pool, please consult Human Resources.

Closing an Unsuccessful Search

If a search is unsuccessful in identifying a candidate, Human Resources may approve closing the search. A memo requesting the closing of a search should include the justification(s) for the closing and should be routed through the appropriate administrative channels. All candidates should be notified in writing that the search has been closed without filling the position. A new search may begin at any time after closing the unsuccessful search. When re-advertising the position a unit may need to consider re-writing the position requirements or advertising in or with other sources. Please consult with Human Resources for assistance.

Faculty Recruitment and Selection Procedures

Written below is a brief summary of the faculty recruitment and selection procedure.

Step 1

Before initiating a search, Department Chairs, Division Leaders and/or Hiring Authorities must obtain the necessary approval according to the faculty recruitment request procedure within each school.

Upon approval the Hiring Authority or delegate will notify the Executive Vice President of Academic Affairs (EVPAA) and the Human Resources Department (HR), [via email](#), of the vacancy. All approvals and/or responses from Human Resources related to the search process will occur within 24 – 48 hours of receipt of related correspondence.

When needing to fill a position, two options are available:

A. Form a Search Committee and conduct a Search

*First, appoint a diverse search committee. The search committee should reflect a variety of perspectives and sensitivity to Affirmative Action issues as well as having the expertise to review appropriate candidates. When possible, include women and minorities on all search committee. Search committee members need not be from the department involved, but may come from other departments and schools within UT-Houston or from institutions or organizations external to UTHSC-Houston. The committee should have at least three to five members. **If a Search is the selected option, please continue with the steps below.***

B. Seek a [Waiver of Search](#)

*A Search Waiver form with accompanying documentation must be signed by the appropriate Dean of the School and the EVPAA prior to obtaining the approval of the Human Resources Department. **If a waiver is granted, no further search action is needed.***

Once the search committee is selected, the Hiring Authority or a delegate will notify Human Resources via email of the Search Committee's demographics for review of diverse representation among the search committee members.

Step 2

- The Chief HR Officer or designee will forward a copy of the *Recruiting a Diverse Workforce* guide which details the recruitment and selection procedures to the Hiring Authority and the Search Committee Chair. In some cases, particularly for high-level searches such as Department Chairs and Deans, the Chief HR Officer or a designee may meet with the Hiring Authority and/or the Search Committee Chair to review the proposed recruitment and selection procedures.
- The Hiring Authority should meet with the Search Committee Chair to discuss the vacancy, review the recruitment process, and advertising options. (see **search forms i.e. position description, position announcement, advertising copy, etc.**)

Faculty Recruitment and Selection Procedures (continued)

Step 3

- During the initial search committee meeting, the hiring authority will charge the search committee to screen applicants, make calls to references, interview candidates and organize their campus visits.
- Also during the initial meeting the Search Committee Chair will discuss ways to announce the vacancy so as to seek highly qualified minorities and women to apply. Human Resources is available to assist the Search Committee in identifying diverse recruiting sources in an effort to obtain female and minority candidates.

Step 4

- The search committee will notify Human Resources [via e-mail](#) of the recruitment plan. Upon approval from Human Resources of the recruitment plan as reflected by search documents, the vacancy should be announced internally and externally in ways that make the information widely available. The announcement should be designed to ensure a strong likelihood of attracting highly qualified candidates representative of the total professional population. The announcement should include the following phrase:

The University of Texas Health Science Center at Houston is an EO/AA employer. M/F/D/V. This is a security sensitive position and thereby subject to Texas Education Code § 51.215. A background check will be required for the final candidate.

- Special efforts should be made to contact institutions, professional associations and individuals of known strength in the discipline, especially when those personal contacts are likely to yield women and minority applicants. It is important to maintain a written record to document these contacts.
- The search committee is responsible for defining the screening criteria to be used to adequately evaluate each candidate's qualifications (see [Appendix 3](#)). The search committee should also develop standard questions to be used in the interviewing process. The Human Resources Department can assist in developing questions. It is important that the interviews are consistent with respect to interviewees, questions, meals, accommodations, reimbursements etc. Variations can cause misinterpretations of the selection process and complaints of disparate treatment. (see the *Interviewing and Selection* section)

Step 5

Communications

- Letters of Acknowledgement (see [Appendix 4](#)) and the [Voluntary EEO form](#) (see [Appendix 5](#) or click on the Voluntary EEO form link for the web version). Upon receipt of each or curriculum vitae (CV), the search committee will send the applicant a letter or communication acknowledging receipt of the application and CV and a voluntary EEO form. The applicant will return the voluntary EEO form to Human Resources.

Faculty Recruitment and Selection Procedures (contd)

Step 6

- The Search Committee will evaluate the candidates in accordance with pre-established criteria and select a list of evaluated candidates to be brought to campus for interviews.

Step 7

- Prior to confirming any on-campus interviews, the Search Committee Chair will complete and submit the Search Summary form (see [Appendix 6](#)), attaching a copy of the (Do you need to include application here? Your call.) curriculum vitae of those candidates to be interviewed, along with the interview schedule to Human Resources for review of diverse representation among the candidates and of the interview process.
- Once the Search Committee has completed the interviews, the Search Committee Chair will complete section one of the Pre-Offer Summary form (see [Appendix 7](#)), and forward, along with the Search Summary form, to the Hiring Authority.

Step 8

- The hiring department will make the final decision from the candidates presented and will obtain approval from the appropriate Dean.
- The Dean's Office will review the finalized Search Summary form (see [Appendix 6](#)) submitted by the hiring department and forward the final candidate's application, CV, all evaluation forms, the Pre-Offer form and a draft offer letter to Human Resources and the EVPAA for approvals. The Human Resources approval is focused on the interview process and diverse representation among the candidates. The EVPAA approval is to provide oversight of the entire recruitment process.
- After the Pre-Offer form is approved by the EVPAA and Human Resources, the hiring authority should make the offer to the final candidate. **The offer letter should state** " *This offer is contingent upon satisfactory completion of all pre-employment screening requirements, including a criminal background check. A copy of the Criminal Background Authorization Form (url address: <http://hr.uth.tmc.edu/Criminal%20Background%20Auth%20Form-%20Approved%201005.pdf>), which gives the institution authority to conduct the search, should accompany the letter of offer.*
- The hiring department must complete the New Hire/Re Hire Request form and forward the completed form to the System Data Resource Team (SDR Team).

Faculty Recruitment and Selection Procedures (contd)

Closing a Search

- The Search Committee Chair will work with the Search Committee to ensure the completion of all of the necessary search forms (**Appendices 3, 6, 7, and 8**).
- The Search Committee Chair will sign off on the appropriate forms (**Appendices 6 and 7**) ensuring that the search was fair and consistent with equal opportunity and affirmative action guidelines.
- A job offer can not be extended until the approval of the EVPAA and Human Resources are received. The EVPAA and Human Resources approvals are to be expeditious, with targeted response in 24 – 48 hours.
- After the job offer is made and accepted, route all applicable documentation as stated in the *Recruiting a Diverse Workforce* guide.
- Notify Human Resources if a search is closed without an appointment.
- Notify Applicants who were not selected.
- Records of the search and selection process should be retained for five (5) years.
- Records of the CVs and applications of individuals not selected should be retained for two (2) years.

Should you have any questions or concerns about this process, the Human Resources Department at (713) 500-3074 will provide you with assistance or information.

Administrative & Professional (A&P) Recruitment and Selection Procedures

Written below is a brief summary of the A&P recruitment and selection procedure.

Step 1

Before initiating a search, Hiring Authorities must obtain the necessary approval according to the A&P recruitment request procedure.

- Upon approval, the Hiring Authority or delegate will notify the Human Resources (HR) Representative of the vacancy. The HR Representative will discuss the vacancy, review the recruitment process and advertising options.
- All approvals and/or responses from Human Resources related to the search process will occur within 24 – 48 hours of receipt of related correspondence.

When needing to fill a position, two options are available:

C. Form a Search Committee and conduct a Search

First, appoint a diverse search committee. The search committee should reflect a variety of perspectives and sensitivity to Affirmative Action issues as well as having the expertise to review appropriate candidates. When possible, include women and minorities on all search committees. Search committee members need not be from the department involved, but may come from other departments and schools within UT-Houston or from institutions or organizations external to UTHSC-Houston. The committee should have at least three to five members. If a Search is the selected option, please continue with the steps below.

D. Seek a [Waiver of Search](#)

A Search Waiver form with accompanying documentation must be approved and signed by the VP of Human Resources and the Human Resources Department. If a waiver is granted, no further search action is needed.

Once the search committee is selected, the Hiring Authority or a delegate will notify Human Resources via email of the Search Committee's demographics for review of diverse representation among the search committee members.

Step 2

- The HR Representative will forward a copy of the *Recruiting a Diverse Workforce* guide, which details the recruitment and selection procedures to the Hiring Authority and the Search Committee Chair. The HR Representative will also work with the search committee to announce the vacancy in ways to encourage highly qualified minorities and women to apply.
- The Hiring Authority should meet with the Search Committee Chair to discuss the vacancy, review the recruitment process, and advertising options. (see **search forms i.e. position description, position announcement, advertising copy, etc.**)

Administrative & Professional (A&P) Recruitment and Selection Procedures (contd)

Step 3

- During the initial search committee meeting, the hiring authority will charge the search committee to screen applicants, make calls to references, interview candidates and organize their campus visits. The Chief HR Officer or a designee will be present during the initial search committee meeting to provide education on recruiting a diverse workforce and reviewing equal opportunity and affirmative action laws.
- Also during the initial meeting, the Search Committee Chair will discuss ways to announce the vacancy to seek highly qualified minorities and women to apply. Human Resources is available to assist HR and the Search Committee in identifying diverse recruiting sources in an effort to obtain female and minority candidates.

Step 4

- The search committee will notify Human Resources [via e-mail](#) of the recruitment plan. Upon approval from Human Resources of the recruitment plan as reflected by search documents, the vacancy should be announced internally and externally in ways that make the information widely available. The announcement should be designed to ensure a strong likelihood of attracting highly qualified candidates representative of the total professional population.
- Special efforts should be made to contact institutions, professional associations and individuals of known strength in the discipline, especially when those personal contacts are likely to yield women and minority applicants. It is important to maintain a written record to document these contacts.
- The search committee is responsible for defining the screening criteria to be used to adequately evaluate each candidate's qualifications. (see [Appendix 3](#)) The search committee will also develop standard questions to be used during the interviewing process. The HR Representative and/or Human Resources can assist in developing questions. It is important that the interviews are consistent with respect to interviewees, questions, meals, accommodations, reimbursements etc. Variations can cause misinterpretations of the selection process and complaints of disparate treatment. (see *Interviewing and Selection* section)

Step 5

- The HR Representative will work with the search committee to send Letters of Acknowledgement (see [Appendix 4](#)) and the [Voluntary EEO Form](#) (see [Appendix 5](#) or click on the Voluntary EEO Form link for the web version). Upon receipt of each application, or curriculum vitae (CV), the search committee will send the applicant a letter acknowledging receipt of the application or CV and a voluntary EEO Form. The applicant will return the voluntary EEO form to Human Resources.

Step 6

- The Search Committee will evaluate the candidates in accordance with pre-established criteria and select a list of evaluated candidates to be brought to campus for interviews.

Administrative & Professional (A&P) Recruitment and Selection Procedures (contd)

Step 7

- Prior to confirming any on-campus interviews, the Search Committee Chair will work with the HR Representative to complete and submit the Search Summary form (see [Appendix 6](#)), attaching a copy of the curriculum vitae of those candidates to be interviewed, along with the interview schedule to Human Resources for review of diverse representation among the candidates and of the interview process.
- Once the Search Committee has completed the interviews, the Search Committee Chair will complete section one of the Pre-Offer Summary form (see [Appendix 7](#)), and forward, along with the Search Summary form, to the Hiring Authority.

Step 8

- The hiring department will make the final decision from the candidates presented and will obtain final approval from the Chief Operating Officer.
- The Hiring Department with the assistance of the HR Representative will review and finalize the Search Summary form (see [Appendix 6](#)) and forward the final candidate's CV, all evaluation forms, the Pre-Offer form and a draft offer letter to Human Resources and the Chief Operating Officer (COO) for approval and signatures. The Human Resources approval is focused on the interview process and diverse representation among the candidates. The COO approval is to provide oversight of the entire recruitment process.
- After the Pre-Offer form is approved by the COO and Chief HR Officer, the offer should be made by the hiring authority to the final candidate.
- The hiring department must complete the New Hire/Re Hire Request form and forward the completed form to the System Data Resource Team (SDR Team).

Closing a Search

- The HR Representative will work with the Search Committee Chair and the Search Committee to ensure the completion of all of the necessary search forms (**Appendices 3, 6, 7, and 8**).
- The Search Committee Chair will sign off on the appropriate forms (**Appendices 6 and 7**) ensuring that the search was fair and consistent with equal opportunity and affirmative action guidelines.
- A job offer cannot be extended until the approval of the COO and Chief HR Officer or designee are received. The COO and Human Resources approvals are to be expeditious.
- After the job offer is made and accepted, route all applicable documentation as stated in the *Recruiting a Diverse Workforce* guide.
- Notify Human Resources if a search is closed without an appointment
- Notify Applicants who were not selected
- Records of the search and selection process should be retained for five (5) years.
- Records of the CVs and applications of individuals not selected should be retained for two (2) years.

Should you have any questions or concerns about this process, the Human Resources Department at (713) 500-3130 will provide you with assistance or information.

Search Committee Role Guidelines

General Guidelines

The hiring process can be a rather subjective process. Use of search committees allows for the input of several individuals, thus making the search process more objective. Further, the inclusion of underrepresented group members on search committees helps to include the insight of persons in the hiring process who can bring a diverse viewpoint. Opportunities for committee discussion and interaction are vital. The collective views of the committee should result in more hires that increase the diversity of faculty and staff. When forming a search committee, it is also helpful to include persons who have various perspectives due to their various roles in the University community. Graduate students and other University community personnel may serve on search committees.

To be most effective, we recommend that search committees be charged by the hiring authority to screen applicants, make calls to references, meet to discuss the applicant's qualifications, and interview applicants. The search should also be responsible for making a recommendation to the hiring authority of the top candidates (ranked or unranked). If it is necessary to limit the activity of the committee, Human Resources recommends that the hiring authority not limit the ability of the committee to meet and discuss the applicants before making recommendations.

- Search Committees must be certified by Human Resources. Human Resources can work with the chair to assure that individuals will have adequate training or experience for search committee service. The hiring authority or committee chair is required to contact the Human Resources for committee certification prior to the application review date
- Search committees should include at least five but no more than nine persons.
- Search committees should include members of underrepresented groups or other individuals who have a diverse point of view.
- Search committee members should gain a full understanding of their charge and the limits of their authority and responsibility from the hiring authority.
- Search committees are encouraged to meet with a representative from Human Resources at any time to discuss screening, appropriate interview questions, diversity issues, confidentiality, reference checks, or any other information related to the search process.
- Search committee members who are related to, or have a close personal relationship with, any of the candidates, should not participate in any discussion about those candidates or should resign from the committee. In addition, some professional relationships may create a conflict of interest. For example, if a student is an applicant and his or her graduate advisor is on the search committee, or the supervisor of an employee applicant is a committee member, this may create a conflict of interest.
- Any questions from applicants regarding perceived inequities in the search process should be referred to Human Resources.
- The hiring authority should remind the committee that all information related to the search process is confidential.
- For a list of diverse recruitment sources please see **Appendix 10**.

Members of the Search Committee should be reported via email to Human Resources. If the membership is incomplete, the information can be submitted separately at a later time.

Position Announcement

General Guidelines

A position "announcement" is an abbreviated position "description" with the intent to attract applicants. It is a brief introduction of the position that should be given to each applicant. In comparison, a full position "description" provides a means by which an employee can be informed of job expectations and can be evaluated. The position "description" should also be provided to candidates selected for interview so that they can be informed of the full duties of the position.

Broad distribution of the position announcement is required to ensure that potential candidates have a reasonable opportunity to learn of the vacancy. As we strive for diverse-sensitive advertisements, the following statement could be included in the advertisement: "UT-Houston is an Equal Opportunity Employer: M/F/D/V". Other appropriate statements include "Women and Minorities are encouraged to apply" or "Men and Minorities are encouraged to apply" may be appropriate (for example, for position within the School of Nursing).

The following is a list of items, with a brief explanation, that should be included on a position announcement:

1. DEPARTMENT / UNIT
2. TITLE : official state title, along with working title if appropriate
3. STARTING DATE : informs the applicant when he or she may be expected to begin work
4. TYPE OF APPOINTMENT: informs the applicant of the type of appointment. For example, appropriate language for faculty and A&P staff would be "regular appointment subject to review and reappointment"; for a faculty position, "academic year, tenure track"; or for a temporary position, "temporary (limited term) appointment through. . ."
5. SALARY : (optional) could be stated as a range, minimum, or fixed salary
6. FLSA : (optional, if known) salaried/exempt or hourly/non-exempt
7. FTE : full time or part time (if part time, indicate percentage)
8. DUTIES : an abbreviated list of duties from the position description
9. REQUIRED QUALIFICATIONS : minimum qualifications needed to perform the job
10. PREFERRED QUALIFICATIONS : qualifications that are desirable, but not essential to perform the job
11. CONTACT PERSON : include address and phone number
12. APPLICATION PROCEDURES : requirements for a completed application
13. DEADLINE / REVIEW DATE (rolling deadline): The deadline should be set so that applications will be accepted for a minimum of ten (10) working days following the last publication of the major advertisement, five working days for internal searches. (The intent is to ensure that applicants have adequate time to apply before the deadline/review date. Additionally, the appearance of a passed deadline/review date in a publication may discourage potential applicants from applying.) When considering the following options, the unit should consider which option would provide a diverse and reasonably sized pool:
 - a. "Review of applications will begin . . ." (This provides an initial review date but allows applications to be accepted until the position is filled.)
 - b. "First consideration (priority) will be given to applications received by . . ." (This provides a date after which applications need not be considered, but may be considered. If this option is used, a longer application period is recommended.)
 - c. "Applications must be received by. . ." (No applications can be accepted after the date. If this option is used, an application period of at least 30 days is recommended.)
14. Human Resources must be consulted prior to a department/unit using different deadline language.
15. INTERVIEW DATES : (optional) estimated dates when interviews may take place
16. EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT: The UTHSC-H Is an Equal Opportunity Employer: M/F/D/V (male/female/disabled/veteran).

Position Announcement (contd)

When completing the position announcement the following points should be considered:

- If the deadline language is "Review of applications will begin . . .", applications should be accepted until the Search Summary is submitted. After the submission of the Search Summary form, any further applications can be recorded on a separate list (first and last name) and forwarded to Human Resources by the time the Pre-Offer Summary is submitted.
- If the deadline language is, "First consideration (priority) will be given to applications received by . . .," you may choose to stop accepting applications on the deadline date or continue accepting applications until submission of the Search Summary form. Any applications not being considered should be recorded on a separate list (first and last name) and forwarded to Human Resources by the time the Pre-Offer Summary is submitted.
- If the deadline language is "Applications must be received by . . .," no applications may be accepted after that date.
- When reporting the ethnicity of applicants on the Search Summary, if the ethnicity is unknown, do not guess.

Recruitment Plan/Strategies

General Guidelines

As an institution, we are committed to increasing diversity, and making significant efforts towards seeking individuals who may not sufficiently be represented in the present workforce. Each search conducted for a University position should include affirmative initiatives for increasing diversity, and provide equal opportunity for all potential candidates.

Increasing diversity in the University community may include several initiatives. Many initiatives cost very little and may do a great deal to enhance the diversity of your applicant pool. Although certain tasks and responsibilities may be delegated to the Search Committee, the responsibility for achieving diversity lies with the hiring authority. The Human Resources staff can assist the Search Committee in outlining search strategies and contacts.

In determining the scope of the search, the ultimate goal is to ensure that the position is publicized widely enough to attract a pool of applicants that mirrors the available workforce for a particular position. *If recruitment efforts do not attract a diverse and reasonably sized pool, other outreach efforts may be required.* Some factors to consider when determining the scope are salary, temporary or regular, full-time or part-time, level of position, or discipline. For example, typically a temporary or part-time position would not be advertised nationally. Neither would a position that paid less than \$24,000. On the other hand, we would probably not limit advertisements for a position paying \$50,000 or a tenure track position to local media.

Advertising

General Guidelines

Advertising in publications and notifying colleges and universities, and relevant organizations such as, professional associations, will help to facilitate a larger pool of candidates and convey UTHSC-H's commitment to equal opportunity and diversity. In our attempt to reach a wide pool of applicants, a Sunday or Wednesday advertisement is generally preferred over other weekday advertisement in daily publications. These two days are preferred due to a larger readership.

Advertising for faculty positions is typically composed and coordinated by the department. The Human Resources Department is available to coordinate advertising for A & P positions.

All advertising must be forwarded to the Human Resources Department for approval. The statement "UTHSC-H is an equal opportunity/affirmative action employer M/F/D/V" should be included in all advertisements.

Advertisements should be placed in diverse publications or on websites that reach a large audience or a targeted field or minority group; search committees are also encouraged to contact and solicit organizations that represent minorities and women. For a list of diverse recruitment sources, please see **Appendix 10**.

Sample Advertisements

With minimum information required:

Associate Director, Office of Equal Opportunity & Diversity, The University of Texas Health Science Center at Houston. Full time Administrative and Professional position beginning August 18, 2002
*Required qualifications: Master's degree; experience in development /delivery of training programs; knowledge of EO/AA laws/regulations; demonstrated effective verbal/written communication; and demonstrated effectiveness in working with diverse people in a variety of situations. Review of applications begins June 30, 2002 and will continue until the position is filled. Application materials include a letter of application, resume or curriculum vita, and three letters of reference. Contact: Marsha D. Brody-Silva, Human Resources, University of Texas at Houston, 7000 Fannin Ste. 150, Houston, Texas 77030. **The University of Texas Health Science Center at Houston is an EO/AA employer. M/F/D/V. This is a security sensitive position and thereby subject to Texas Education Code § 51.215. A background check will be required for the final candidate.***

With additional optional information:

*Chief HR Officer, Human Resources Department, The University of Texas Health Science Center at Houston. Full-time Administrative and Professional position beginning August 18, 2002. Duties include developing, coordinating, and conducting the Equity & Diversity Education Program; administering the Equal Opportunity informal complaint resolution program; and assisting the Director with the development of the Affirmative Action Plan. Required qualifications: Master's degree; experience in development/delivery of training programs; knowledge of EO/AA laws/ regulations; demonstrated effective verbal/written communication; and demonstrated effectiveness in working with diverse people in a variety of situations. Preferred qualifications: PhD; demonstrated experience and understanding of university structure, policies, and procedures; training or experience in conflict resolution; experience in an affirmative action office or a closely related area within an institution of higher education; experience in preparing or assisting in the preparation of Affirmative Action Plans; and supervisory experience. Salary Range: \$44,000 – 55,000. Review of applications begins June 30, 2002. and will continue until the position is filled. Application materials include a letter of application, resume or curriculum vita, and three letters of reference. For a complete position announcement contact: Marsha D. Brody-Silva, Human Resources Department, University of Texas at Houston, 7000 Fannin Ste. 150, Houston, Texas 77030 . **The University of Texas Health Science Center at Houston is an EO/AA employer. M/F/D/V. This is a security sensitive position and thereby subject to Texas Education Code § 51.215. A background check will be required for the final candidate.***

Screening

General Guidelines

The screening of applicants should have two stages. In the first stage, applicants who meet the required qualifications should be scrutinized carefully. During this stage, make an effort to be inclusive. Beginning with a larger pool and narrowing applicants into a smaller pool generally yields better results than beginning with a very small pool. During this first stage, it is also important not to consider the preferred qualifications for the position.

During the second stage of screening, your goal is to narrow the pool to a group of individuals whom you wish to interview; this is the time that you may use your preferred qualifications. However, remember that preferred qualifications are not necessary to perform the job. Many excellent candidates will not have the preferred qualifications.

In an effort to improve the diversity of your pool, at every stage of the process, be cognizant of other facts that may be related to an individual's background or experiences. For instance, gaps in employment for a woman may mean time off to raise children. Be careful not to place undue emphasis on the status of the candidate's institution. Many qualified individuals with great skills and experience get their training at community colleges, small private schools, and state colleges and universities. When looking at years of experience, consider that underrepresented group members have just entered many fields in larger numbers in the last ten years. Thus, underrepresented group members may not have had as many recent opportunities to write articles and publish books as some others. Also, appreciate that it may take some individuals more time to complete degrees or publish papers because of circumstances such as family obligations, financial difficulties, or committee responsibilities at their institutions.

During the screening process, persons who indicate that they are not U.S. citizens should be considered in the same way as all other qualified applicants in the pool. However, before extending an invitation to a candidate for a campus interview, it is acceptable to ask the candidate if they have, or are able to obtain, the appropriate work authorization in the event that the position will be offered to them. Candidates without proper work authorization or the ability to obtain work authorization may be eliminated from the applicant pool.

Screening Instruments and Screening Criteria

The use of screening criteria to narrow the pool of applicants is critical to a fair search process. A detailed position description that clearly outlines the duties and qualifications of the position should serve as the basis for the screening criteria. The search committee should have a clear understanding of the relationship between skills and abilities needed to perform the tasks as outlined and the screening criteria. When using a screening instrument that assigns candidates a score, it is usually helpful for the search committee to weight the values of the screening criteria so that the most important skills and abilities for the position have the greatest value. Remember that the candidates' scores on the screening instrument should serve as one factor among others in determining their placement in the pool. Generally, there is no significant difference in the abilities of persons with very close scores.

Screening (contd)

Initial Screening

The procedures for screening applicants should be written and kept in the search committee file. Include information on how many applicants will be recommended for interview. Determine what materials should be confidential and should therefore be made available only to members of the search committee, the hiring authority, and Human Resources. Generally, the letter of application, the applicant's résumé, and letters of reference are considered confidential. Unless the committee determines in advance that, the names of the candidates will be made public and informs the candidates of this, the names of the candidates will be confidential. However, confidentiality cannot be assured if a grievance or complaint is filed with an outside agency that might lawfully have access to information pursuant to a complaint. The search committee is responsible for acknowledging receipt of completed applications. When mailing the acknowledgement to applicants include the following:

- Letter of Acknowledgement (see **Appendix 4**)
- Voluntary EEO form (see **Appendix 5**). *A list showing when each applicant was sent a voluntary EEO form must be maintained by the Search Committee. Human Resources, if requested, may provide certain demographic information about applicants to the Search Committee. In order for Human Resources to have this demographic information, voluntary EEO forms should be sent out as soon as it is reasonable after receipt of application.*

Using the screening mechanism, the Search Committee should screen applicants into two categories on the Search Summary (see **Appendix 6**):

1. Applicants recommended for interview. Each candidate's strengths and weaknesses should be listed.
2. Applicants who meet the required qualifications, but who are not recommended for interview at this time.
3. Reasons for not interviewing should be listed for each candidate.
4. Applicants who do not meet the required qualifications. The required qualifications not met should be listed for each candidate.

Telephone Screening

The committee must first develop a structured telephone interview format:

- The committee should identify areas the telephone screening should cover
- Establish a method for checking additional references following the interview if the candidate is amenable;
- Prepare a written summary of the interview for recording purposes and for use during the final evaluation process.

It is extremely important that all telephone interviews be consistently conducted and reported. All contacts by candidates to the search committee chair and/or committee members must be documented.

Screening (contd)

Incomplete Applications

Examples of this include applications received without required materials such as a cover letter, vita, or writing sample. If letters of reference were requested separately but not received, it is good practice to contact the applicant to notify him or her that letters were not received and provide them an opportunity to complete their application.

Applicants who fall into categories 1) and 2) are qualified applicants and should be included on the number grid. On the other hand, persons who fall into categories 3) and 4) are unqualified and should NOT be included on the number grid.

- If, after interviews take place, the Search Committee determines that additional candidates should be interviewed, an amended Search Summary should be submitted for approval.
- With the Search Summary, submit a copy of the vitae and cover letters of interview candidates, and clippings or copies of clippings of all advertisements indicating when and where they appeared. If clippings are not immediately available, they can be submitted at a later time, but **prior** to submitting the Pre-Offer Summary.

Interviews can be arranged only after Human Resources has approved the Search Summary form.

Reference Checks

Information obtained from references can be vital in the candidate evaluation process. Human Resources recommends that reference checks should be used in every search to provide additional information about candidates that cannot be ascertained from the résumé or interview. In addition, the information provided by references can help committees further screen persons who meet the required and/or preferred qualifications or to further screen all top candidates following interviews. *All reference questions should be related to the position responsibilities and qualifications, and the candidate's ability to perform the essential functions of the position.* For example, many positions require "good organizational skills." However, it can be difficult to evaluate these skills from reviewing a résumé or during an interview. Therefore, it is appropriate to ask a reference for information about a candidate's organizational skills and other such job-related abilities.

As stated earlier, references should be used to further clarify candidates' qualifications and ability to perform essential functions of the position. In general, references tend to be more candid when information is requested via the telephone, rather than in written form. Search committees may choose to request letters of reference and then ask follow-up questions via the telephone.

When evaluating candidates for the final selection, emphasis should be placed foremost on the candidates' qualifications and quality of interview. Information obtained from references should be weighed against the overall qualifications of the candidate. If negative comments are received from a reference, it is recommended that information from an additional reference(s) be solicited to help confirm or contradict the comments.

Screening (contd)

If unsolicited comments are received from an anonymous source, the information should be either verified with additional reliable information or disregarded. However, if unsolicited comments are received from a known source, it is a good practice to follow up with that individual to determine the relevancy of their comments. The information should be clearly linked to the candidate's experience and ability to perform the responsibilities of the position.

The following additional guidelines will help search committees avoid any perception of unfairness when checking references.

- During the application process, candidates should be asked to provide names of professional references who are able to provide reliable information about the candidate's job-related skills. Do not wait until the candidate comes to campus for an interview to ask for references.
- Contact the references listed by the candidate. If the references are not appropriate or do not provide enough relevant information, ask for the candidate's permission to contact additional references.
- If the supervisor of the candidate's most recent position is not listed by the candidate, ask the candidate for permission to contact the supervisor, if desired by the committee.
- Request comments from the references in writing and/or by telephone.
- When speaking with an individual providing a reference, describe the duties and qualifications of the position for which the candidate is being considered.
- Prepare a list of questions to ask of all references. As the conversation leads into issues that may be unique about the candidate's skills or professional experiences, follow up with more specific questions. Avoid inappropriate questions. For a list of appropriate and inappropriate interview questions please see **appendix 10**.
- Search committee members who are related to, or have a close personal relationship with, any of the references should not contact that reference, formally or informally.
- If comments are solicited by telephone, the search committee should document information provided by references. It may be advisable to request that references provide a written summary of their comments for documentation purposes.

Search committees who have questions regarding reference checks should contact the Human Resources Department for assistance.

Interviewing and Selection

Interviewing

General Guidelines

Generally in-person, on-campus interviews should be conducted with the top candidates before a hiring decision is made. For most positions, it is also important to provide the search committee, others in the department, and the University community an opportunity to meet the candidates. To the extent possible, each candidate should be interviewed in the same environment, under similar conditions, and meet many of the same persons. Each interview candidate should have the opportunity to meet with the hiring authority. In rare circumstances, telephone interviews are acceptable. Contact the Human Resources Department for guidance if you have questions regarding interviews.

The interview process may include receptions and dinners or take place in a conference setting. State and federal regulations, as well as University policies and guidelines, apply to interviews that occur off campus or during social gatherings with candidates. If special circumstances arise that provide an opportunity for interviews to occur off-campus, please contact Human Resources. Please note the following:

- The position responsibilities, as described in the position description, should be used to prepare a list of job-related questions for the interview. To ensure consistency, this list of questions should be asked of each candidate. However, additional questions are appropriate to gather information regarding an applicant's unique qualifications.
- To avoid unintentional discriminatory statements, discuss only subjects related directly to the job. Avoid discussing topics of a personal nature. For a list of appropriate and inappropriate questions please see **appendix 10**.
- Depending upon the circumstances, interviews held at professional conferences may be considered exceptions to the selection process. Consult in advance with the appropriate administrative channels and Human Resources.

The Interviewing Process

The interviewing process **is conducted** when the hiring authority has approved the recommended list of finalists from the Search Committee. The following points will help prepare for the interview.

- The committee **should consult** the Human Resources Department for assistance.
- Use interview questions as given in the recruitment guide to permit a fair, objective and job-related inquiry.
- Specific inquiries about a candidate's disability and medical condition **cannot be asked**.
- If a candidate's immigration status is in question, it **must be addressed** at the interview.
- Provide *Interview Questions Do's and Don'ts* to any faculty, student, or staff person involved in the search process.
- To ensure a consistent and comparable assessment, the **same questions must be asked of all candidates**.
- References **must be checked** before an offer is made.
- The interview must also include a discussion with candidate references and when they will be checked. The committee **must have the explicit consent** of the candidate prior to inquiries into references.
- The committee can proceed to check references provided by the candidate. References other than those provided must have explicit consent of the candidate.

Interviewing and Selection (contd)

- A candidate's current employment position **must be ascertained** in order to disclose any possible problems with the candidate's credentials for the position.
- The length and elaborateness of the interview process will vary with the position to be filled.
- Candidates who reside outside Houston must have arrangement made for the interview. The committee should send the candidate information regarding UTHSC-Houston prior to the interview. The committee should also provide the candidate with the following:
 - An itinerary for the visit
 - A tour of the city
 - Real estate information
 - Public School information, as appropriate

Selection

General Guidelines

Each individual has his or her own idea of what skills and abilities make one person more qualified than another to perform a job. Thus, Search Committee discussions play a vital role in reaching consensus as to what skills and abilities are most valued by the group. It is helpful to avoid overly simplistic means of determining who is most qualified. For instance, some may feel that a person who has performed a task for ten years is more qualified than a person who has performed a task for two years. For many jobs, the quality of the work performed is more important than the number of years that the work was performed. The Search Committee should agree in advance whether quality or quantity of experience is most important, so that each person will screen applicants with the same priority in mind. Another example might be the number of publications that a faculty member may have. Depending on the level of the position, the top candidate does not need to have more publications than everyone else in the pool.

If a department finds that their most qualified candidate does not have authorization to work in the United States, they may hold the position open until proper work authorization is received. The candidate may not begin work on a "voluntary" basis and may not perform any of the job requirements until the authorization is received from the Immigration and Naturalization Service.

Generally, the hiring authority should make the final selection of the candidate based on all of the information presented throughout the search process. We recommend that the hiring authority consider the cover letter and résumé, screening score, reference checks, committee recommendations, and the performance in the interview, in its entirety, before making a final decision.

- Submit a completed Pre-Offer Summary form (see **Appendix 7**) to Human Resources through the appropriate channels. Attach to the Pre-Offer Summary form a statement explaining why the recommended candidate was selected over others interviewed stating rationale for each interviewed candidate not recommended for appointment. If there is a possibility that the selected candidate may decline the offer of employment, a second choice may be indicated on the Pre-Offer Summary.

Interviewing and Selection (contd)

- Obtain all necessary signatures on the Pre-Offer Summary form (see **Appendix 7**) and submit it to the Dean's Office or Human Resources (A&P positions only) for processing of the written offer. Following verbal approval, EVPAA or Chief Operating Officer will send a letter of approval. Human Resources will notify the appropriate offices that they may proceed with processing of the written offer. *A verbal or written offer of employment to the recommended candidate may be extended only after Human Resources has approved the Pre-Offer Summary form.* A final copy of the Pre-Offer Summary form will be sent to Human Resources. If the candidate has accepted the position, this form will be used to officially close the search.

Record Keeping

General Guidelines

- Several federal agencies require that the University keep records regarding hiring. Additionally, it is necessary to have the records available in the event that an employment decision is questioned. After the search is completed, inquiries regarding the search should be directed to the hiring authority or Human Resources.
- The hiring authority is required to keep organized written records on each applicant for a minimum of two (2) years, after which time the records may be destroyed.
- Records of the search and selection process should be retained for five (5) years
- Search records are confidential.
- Records kept should include the following:
 1. Position announcement
 2. Recruitment procedures
 3. Advertisements
 4. Complete file for each applicant, including letter of application, vita, names of references, or letters of reference
 5. Notations of requests from applicants for destruction or return of materials. If anyone supplying credentials requests that these materials be destroyed or returned after a position has been filled, the following should be noted: applicant's name, date of request, materials destroyed or returned.
 6. Copies of all completed screening devices
 7. Interview questions and documented responses
 8. Copies of all completed forms required under these procedures
 9. All intra-university correspondence regarding the search
 10. Demographic information
 11. Any other documentation associated with the search

Appendices

Faculty Search Waiver Request

Department	For HR Use only <input type="checkbox"/> Existing Position <input type="checkbox"/> New Position	HR #
Position Number		HR cat/sub
Job Code/Title		Search Fiscal Year
Working Title		Job Code
Account Code/Funding		FLSA: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt

Contact Name	Phone	Email
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Name	Sex	Ethnicity Code	Person with Disability	Covered Veteran	Percent of Time/FTE	Beginning Date	End Date Limited Term or Temporary	U.S. Employment Eligibility
E- Ethnicity Codes 1 Asian 2 African American 3 Hispanic or Latino 4 American Indian or Alaska Native 5 Native Hawaiian or Other Islander 6 White 7 Other				S- Sex M -Male F-Female		V-Veteran V-Veteran Era S-Special Disabled O-Other Eligible		D-Disabled

Reason for Waiver:

- Acting/Interim
- Domestic Partner Accommodation
- Emergency
- Promotion
- Reorganization
- Target of Opportunity
- Underutilization
- Other – Please list

Attach a detailed letter outlining the rationale for waiving the usual search process.

Attach a curriculum vita/résumé and position description. If promotion, **attach** former position description.

Authorizations (listed in routing approval order)

Administrative Authority _____	Date _____
Dean _____	Date _____
Chief HR Officer _____	Date _____
EVPAA/EVPR _____	Date _____

***Please note-** verbal offers cannot be made until the Search Waiver (this form) has been approved by Human Resources*

Appendix 2

A&P Search Waiver Request

Department	For HR Use only <input type="checkbox"/> Existing Position <input type="checkbox"/> New Position	HR #
Position Number		HR cat/sub
Job Code/Title		Search Fiscal Year
Working Title		Job Code
Account Code/Funding		FLSA: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt

Contact Name	Phone	Email
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Name	Sex	Ethnicity Code	Person with Disability	Covered Veteran	Percent of Time/FTE	Beginning Date	End Date Limited Term or Temporary	U.S. Employment Eligibility
E- Ethnicity Codes 1 Asian 2 African American 3 Hispanic or Latino 4 American Indian or Alaska Native 5 Native Hawaiian or Other Islander 6 White 7 Other				S- Sex M -Male F-Female		V-Veteran V-Veteran Era S-Special Disabled O-Other Eligible		D-Disabled

Reason for Waiver:

- Acting/Interim
- Domestic Partner Accommodation
- Emergency
- Promotion
- Reorganization
- Target of Opportunity
- Underutilization
- Other – Please list

Attach a detailed letter outlining the rationale for waiving the usual search process.

Attach a curriculum vita/résumé and position description. If promotion, attach former position description.

Authorizations (listed in routing approval order)

Administrative Authority _____ Date _____
 Chief HR Officer _____ Date _____
 Chief Operating Officer _____ Date _____

Please note- verbal offers cannot be made until the Search Waiver (this form) has been approved by Human Resources

Sample Letter of Acknowledgement

Date

Name

Address

City, State, Zip Code

Dear _____:

We have received your application materials for the position of (Position Title).

The University supports the principles of equal opportunity and affirmative action. In an attempt to measure the effectiveness of our recruitment efforts, I would appreciate your cooperation in completing the enclosed Voluntary Survey card and returning it to the Human Resources Department.

Thank you for you interest in the University of Texas Health Science Center at Houston.

Sincerely,

Name

Title

Enclosure

E-Mail Version

Dear _____:

We have received your application materials for the position of (Position Title).

The University supports the principles of equal opportunity and affirmative action. In an attempt to measure the effectiveness of our recruitment efforts, we would appreciate your cooperation in completing the [Voluntary EEO form](#) and submitting it to the Human Resources Department. A link to the form is accessible by clicking on the Voluntary EEO form hyperlink.

Thank you for you interest in the University of Texas Health Science Center at Houston.

Sincerely,

Name

Title

EEO/VETERANS APPLICANT DATA FORM

The **University of Texas Health Science Center at Houston (UTHSC-H)** is committed to providing equal opportunity in all employment-related activities without regard to race, color, religion, sex, sexual orientation, national origin, age, disability, or veteran status. Reasonable accommodation, based on disability or religious observances, will be considered when appropriate. The University recognizes its affirmative action responsibilities with respect to women, minorities, individuals with disabilities, and eligible veterans. As a federal government contractor, UTHSC-H is required to collect and report the following information to Federal and State agencies. *Responses to this form are considered voluntary and the information you provide will be kept confidential and separate from your application from employment. Your cooperation is appreciated.*

GENERAL INFORMATION	<p>NAME _____ <i>Last</i> <i>First</i> <i>Middle</i></p> <p>SEX <input type="checkbox"/> Male <input type="checkbox"/> Female SS#: _____</p> <p>POSITION(S) APPLYING FOR _____</p> <p>REFERRAL SOURCE(S) _____</p>
DISABILITY	<p><input type="checkbox"/> I choose to be identified as an individual with a disability because I have a record of, or am regarded as having a physical or mental impairment that substantially limits one or more of my major life activities.</p> <p><i>This information will not be shared with any other sources and will only be used for data collection purposes.</i></p>
RACE/ETHNIC CLASSIFICATION	<p><input type="checkbox"/> WHITE. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.</p> <p><input type="checkbox"/> BLACK. A person having origins in any of the black racial groups of Africa.</p> <p><input type="checkbox"/> HISPANIC OR LATINO. A person having origins of Mexican, Puerto Rican, Cuban, Central or South or other Spanish culture or origin.</p> <p><input type="checkbox"/> ASIAN OR PACIFIC ISLANDER. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.</p> <p><input type="checkbox"/> AMERICAN INDIAN OR ALASKAN NATIVE. A person having origins in any of the original peoples of North America.</p>
VETERANS/ RESERVIST STATUS	<p><i>Check all statements which apply to your current status.</i></p> <p><input type="checkbox"/> SPECIAL DISABLED VETERAN. I have a disability that entitles me to Veterans' Administration disability compensation rated at 30 percent or more; or was discharged or released from active military duty because of a disability incurred or aggravated in the line of duty.</p> <p><input type="checkbox"/> VIETNAM ERA VETERAN. I served more than 180 days on active duty with one of the United States Armed Forces in the Republic of Vietnam between August 5, 1964 through May 7, 1975; and was discharged or released with any discharge other than dishonorable or was discharged or released from active duty because of a service-connected disability.</p> <p><input type="checkbox"/> OTHER PROTECTED VETERAN. I served in the military, ground, naval or air service of the United States on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.</p> <p><input type="checkbox"/> NEWLY SEPARATED VETERAN. I served on active duty in the U.S. military, ground, naval or air service and was discharged or released from active duty within the past 12 months.</p> <p><input type="checkbox"/> ACTIVE RESERVIST</p> <p><input type="checkbox"/> INACTIVE RESERVIST</p> <p><input type="checkbox"/> NONE OF THE ABOVE</p>

Signature: _____ Date: _____

Appendix 6

Applicants Not Recommended for Interview

	Name	E	S	V	D	Date Résumé/Vita Received	Action Codes	Reasons Not Interviewed
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
E-Ethnicity 1 Asian 2 African American 3 Hispanic or Latino 4 American Indian or Alaska Native 5 Native Hawaiian or Other Islander 6 White 7 Other		S-Sex M –Male F-Female		V-Veteran V-Veteran Era S-Special Disabled O-Other Eligible		D-Disabled	Action Codes 1 Withdrew before interview 2 Not eligible 3 Not qualified 4 Minimal qualified but did not meet preferred 5 Meet preferred but not as fully as the others 6 Declined interview 7 Unable to perform essential functions with or without accommodation 8 Other (Specify reason)	

Search Committee Chair:	Date	Phone	Email
Department Contact:			

Human Resources Use only		
Date Received:	Name of Reviewer:	Signature:

Appendix 7
Pre-Offer Summary

SECTION ONE

Department	Position Title
Date	Academic Rank (when appropriate)
Search Committee Chair (when appropriate)	Tenure Track Yes <input type="checkbox"/> No <input type="checkbox"/>

Applicants Interviewed

	Name	E	S	V	D	Interview Date	Action Codes	Reasons for Recommendation i.e., Hire vs. Not Hired
1								
2								
3								
4								
5								
6								
7								
E- Ethnicity 1 Asian 2 African American 3 Hispanic or Latino 4 American Indian or Alaska Native 5 Native Hawaiian or Other Islander 6 White 7 Other		S- Sex M -Male F-Female		V-Veteran V-Veteran Era S-Special Disabled O-Other Eligible		D-Disabled	Action Codes 1 Recommended for Hiring 2 Withdrew after interview 3 Interviewed not best fit 4 Unable to perform essential functions with or without accommodations 5 Other (please specify reason)	

SECTION TWO

Candidate recommended for Hiring

Name	E	S	V	D	Interview Date	Reasons for Recommending Candidate
Title or Rank	FTE		Tenure		Tenure Track	
			Y	N	Y	N

Search Committee Chair :	Signature	Date
Hiring Authority:		
Senior Level Administrator:		
Chief HR Officer or Designee:		
Chief Operating Officer / EVPAA:		

This Report must be reviewed and approved by the Chief HR Officer or Designee and the appropriate Dean, Vice-President, Chief Operating Officer or EVP AA, prior to issuing a letter of intent.

Search Committee Checklist

- _____ Obtain a copy of *Recruiting a Diverse Workforce Guide*.
- _____ Review job description, selection criteria and qualifications for the position.
- _____ Obtain approval from the Human Resources Department prior to posting an advertisement. Post advertisements in locations that encourage qualified minorities, and women to apply.
- _____ Ensure committee members view the curriculum vitae/résumés received.
- _____ Send out *Acknowledgement Letters* and *Voluntary EEO* form to all candidates who apply.
- _____ Prepare a consistent interviewing process, (i.e., questions, accommodations, schedule, reimbursement and interviewees).
- _____ Select candidates to be interviewed and track reasons for rejection of those not invited.
- _____ Notify the Human Resources Department of the candidates that will be brought in for interviews by completing the *Search Summary* form, prior to inviting the candidates.
- _____ Receive approval to interview from Human Resources.
- _____ Send letter to all candidates who will not be considered for interview.
- _____ Once interview process is complete and candidate is selected (prior to offer) complete the *Pre-Offer Summary* form. Obtain the necessary approvals.
- _____ Prior to offer notify the Human Resources Department to complete security and background check.
- _____ Once offer has been extended an accepted, notify candidates not selected for the position.

Diversity Recruitment Resources

Enlarging the Pool of Candidates

Advertising in appropriate publications and contacting relevant organizations will not only help to enlarge the pool of candidates but will also convey the commitment of a department and an institution to recruit women and minorities. To enlarge the pool of candidates, a Search Committee must advertise in diverse publications and contact a variety of professional organizations. Most of the following publications and organizations advertise faculty and administrative positions for women and minorities; many of the organizations have a women's or minority office.

Newsletter / Journal Advertisements

Affirmative Action Register

8356 Olive Blvd.
St. Louis, MO 63132
(800)537-0655
FAX (314)997-1788
email: aareeo@concentric.net
Web Site: <http://www.aar-eeo.com>

Hispanic Link News Services

Hispanic Link Weekly Report
(202)723-2470

National Hispanic Reporter

PO Box 44082
New York, NY 10033

Black Issues in Higher Ed.

Cox, Matthew's & Assoc., Inc.
10520 Warwick Ave. Ste B-8
Fairfax, VA 22030-3108
(703)385-2981, FAX 1839

The CUPA-HR News

1233 20th St., NW, Suite 301
Washington, DC 20036-1250
(202)429-0311 FAX 0149

Organizations

Amer. Assoc. of Univ. Professors

Committee on the Status of Women
1012 14th St NW Ste 500
Washington, DC 20005

American College Personnel Association

One Dupont Circle N.W. - Suite 360-A
Washington, DC 20036-1110

American Association of University Women

Marketing Office
1111 Sixteenth Street, N.W.
Washington, DC 20036
(202) 785-7774
E-mail: ads@aauw.org

Association for Asian Studies

1021 East Huron Street
Ann Arbor, MI 48104
Contact: Joan Dewey

American Council on Education

One Dupont Circle NW, Ste. 800
Washington DC 20036
202-939-9395
202-833-4760 (fax)

Assoc of Black Admin MIT

77 Massachusetts Ave., RM 10-211
Cambridge, MA 02139

Com. on Institutional Cooperation

302 East John Street, Suite 1705
Champaign, IL 61820

Appendix 9

Ft Worth Black Chamber of Commerce

3607 E. Rosedale
Ft. Worth, TX 76105
(817)531-8510

Careers and the Disabled

1160 East Jericho Turnpike, Ste. 200
Huntington, NY 11743

Cheyney University of Pennsylvania

Chicanos and Native Americans in Science
Contact: [Mana Elena Zabala](#)

HigherEdJobs.com

200 Innovation Boulevard, Suite 205
State College, PA 16803
Fax:
State College, PA (main office): 814-861-3082
Chicago, IL (operations office): 312-759-0118
Posting or editing a position - [Amy Hoover](#)

Mexican American Chamber of Commerce

PO Box 230136
Houston, TX 77261
(713)923-3135

National Society of Hispanic MBA's

NAACP

4805 Mount Hope Drive
Baltimore, MD 21215

North American Indian Cultural Center

1062 Triplet Blvd.
Akron, OH 44306
(330)724-1280

TX Assoc of Black Professionals in Higher Education,

Mr. Jafus Cavil
Multicultural Services TSTC
Waco, TX 76705
(817)799-3611

BGESS Databases

The Future Black Faculty Database contains records of doctoral candidates, recent graduates, and professionals of African descent seeking tenure-track university faculty positions. The Black Faculty Database contains contact information for faculty of African descent who support the exchange of resources among future and current faculty members.

University Cont Ed Association

One DuPont Cir - Ste 615
Washington, DC 20036

The Spencer Foundation

875 N. Michigan Avenue
Suite 3930
Chicago, IL 60611
(312) 337-7000
E-mail: fellows@spencer.org

University Faculty Voice

Historically Black Colleges & Universities
(715) 634-5226

Women in Education

c/o Vicki Bortolussi
1523 East Main
Ventura, CA 93003

Historically Hispanic Colleges and Universities

National Black MBA Association, Inc. National Physical Science Consortium (NPSC)

Graduate Fellowships in the Physical Sciences

The Academic Position Network

1655 124th Lane, NE
Blaine, MN 55449
E-mail: info@apnjobs.com

The American Educational Research Association

1230 17th Street, N.W.
Washington, DC 20036-3078
(202) 223-9485

American Indian Science and Engineering Society

5661 Airport Blvd.
Boulder, CO 80301
Contact: [Norbert Hell](#)

Appendix 9

In addition to advertisements in journals published for specific disciplines and [The Chronicle of Higher Education](#), a Search Committee might consider placing advertisements for faculty in journals that target specific groups. The Affirmative Action Office recommends:

The Black Collegian Online
Black Issues in Higher Education

10520 Warwick Ave.
Suite B-8
Fairfax, VA 22030-3136

The Hispanic Outlook in Higher Education

17 Arcadian Ave., Ste. 202
Paramus, NJ 07652

Women in Higher Education

1934 Monroe Street
Madison, WI 53711

Vita Banks/Registry

**The University System of Georgia
Registry**

Claude-Leonard Davis, Director
Applicant Clearing House
3 Peabody Hall
Athens, GA 30602

Instructional & Administrative Vita Bank

Equal Opportunity/Affirmative Action
The College of William & Mary
PO Box 8795
Williamsburg, VA 23187-8795

Southern Regional Education Board

Jill Rambert, Faculty DB Coordinator
592 Tenth Street, NW
Atlanta, GA 30318-5790
(404)875-9211 FAX-1477

Com. on Institutional Cooperation

302 E. John St., Ste 1705
Champaign, IL 61820
(217)333-8475

HEGIS-Higher Ed Director

Higher Ed Publication, Inc.
6400 Arlington Blvd., Ste 648
Falls Church, VA 22042
(703)532-2300 FAX -2305

TX Higher Minority Faculty/Admin

Hector Castillo, Coordinator
PO Box 12788, Capitol Station
Austin, TX 78711-1278
(512)483-6140
Fax: (512) 483-6149

Women and Minorities Vita Bank

Alan B. Gould, Provost
Marshall University
400 Hall Greer Blvd.
Huntington, WV 25755-2000

These Vita Banks access résumés from the states of Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

National Outreach Sources

African-American

African & African American Studies

Duke University
Attn: Edwina Newman
404 Old Chem, Box 90252
Durham, NC 27708-6929

Assoc of Black Women Entrepreneurs

PO Box 49368
Los Angeles, CA 90049
213-624-8639

National Association of Black Professors

PO Box 526
Chrisfield, MD 21817
410-968-2393

National Black Assoc Speech- Language-Hearing

Eugene Wiggins
PO Box 50605
Washington, DC 20091-0605
202-274-6162
202-274-6350 (fax)

University of Florida Dept of Anthropology Association of Black Anthropologist

American Anthropological Association
PO Box 117305
Gainesville FL 32611
342-392-4627 fax-

National Alliance of Black School Educators

Ernest Rosemond, ESR
310 Pennsylvania Ave., SE
Washington, DC 20003
202-608-6310
NABSE@NABSE.ORG

National Assoc of Black Accountants, Inc.

7249 A Hanover Pkwy.
Greenbelt, MD 20770
301-474-6222
301-474-3114 (fax)

Asian or Pacific Islander

University of Colorado

Assoc of Teachers of Japanese
Campus Box 279
Boulder, CO 80309-0279
303-492-5487
303-492-5856 (fax)

California State University

Chinese American Librarians Assoc
2000 State University Dr, E
Sacramento, CA 95819-6039
cala@uwm.edu (use listserv to advertise)
916-278-6201

Hispanic

Univ. of Northern Colorado

Am Assoc Teachers Spanish/Portuguese

Butler-Hancock, Rm 210
Greeley, CO 80639
907-351-1090, 1095 (fax)

Assoc of Teachers of Latin American Studies

PO Box 754
Flushing, NY 11362-0754
Phone/fax: 718-428-1237
ATLAS0754@aol.com

Eastern Washington University

National Assoc for Chicano Studies

526 5th Street Cheney, WA 99004-2431
(509)359-2404, 2310 (fax)

Native American

University of Nebraska at Lincoln

National Indian Counselors Assoc, Helen Long Soldier
223 Administration M.C.A.
Lincoln, NE 68588-0498 402-472-2027

Women

Port Authority of NY and NJ

Conf. of Minority Public Administrators
Mike Massiah
(Works with all minority populations)
1 World Trade Center Rm 61 W
New York, NY 10048
212-435-4651, 6013(fax)

American Assoc of University Women

1111 Sixteenth Street, N.W.
Washington, D.C. 20036
202-785-7700 202-872-1425 (fax)

Historically Black Colleges and Universities

Albany State College

504 College Drive
Albany, GA 31705

Alabama A&M University Center for HSCARS-AAMU

Plant & Soil Science Dept.
PO Box 1208 Normal, AL 35762
256-851-5076, 5076 (Fax)

Allen University

1530 Harden St.
Columbia, SC 29204

Southern U & A & M College

Baton Rouge, LA 70813

Bennett College

900 East Eashington St.
Greensboro, NC 27401-3239

North Carolina A & T State Univ

1601 East Market St.
Greensboro, NC 27411

Central State University

Wilberforce, OH 45384

Clark Atlanta University

223 James P. Brawley SW
Atlanta, GA 30314

Delaware State College

Dover, DE 19901

Edward Waters College

1658 Kings Road
Jacksonville, FL 32209

Fisk University

17th Ave. North
Nashville, TN 37208-3051

Fort Valley State College

1005 State College Drive
Fort Valley, GA 310030-3298

University of Arkansas at Pine Bluff

Pine Bluff, Arkansas

Howard University

2400 Sixth Street NW
Washington, DC 20059-0001

Morris Brown

643 Martin L. King Dr., NW
Atlanta, GA 30314

Benedict College

Harden & Blanding Streets
Columbia, SC 29204

Appendix 9

Bethune-Cookman College

640 Second Ave
Daytona Beach, FL 32115

South Carolina State College

Orangeburg, SC 29117

Clafin College

College Ave. NE
Orangeburg, SC 29115

University of the District of Columbia

4200 Connecticut Ave. NW
Washington, DC 20008

Dillard University

7290 Exchange Place
Baton Rouge, LA 70806

Florida A & M University

Tallahassee, FL 32307

Jackson State University

1440 J R Lynch St
Jackson, MS 39217

Grambling State University

71601 Grambling LA 71245

Kentucky State University

Frankfort, KY 40601

Langston University

Langston, OK 73050

Livingston College

701 West Monroe St
Salisbury NC 28144

Morehouse College

830 Westview Drive SW
Atlanta, GA 30314

Prairie View A&M University

Prairie View, TX 77446

Shaw University

118 East Market Street
Raleigh, NC 31404

Spelman College

350 Spelman Lane SW
Atlanta, GA 30314

Tennessee State University

3500 John A. Merritt Blvd.
Nashville, TN 37203

Tuskegee University

Tuskegee, AL 36088

Winston-Salem St Univ.

Winston-Salem, NC 27110

Huston-Tillotson College

1820 E. 8th Street
Austin, TX 78702-2793

Paul Quinn College

3837 Simpson Stuart Road
Dallas, TX 75241
(214)371-1312

Lincoln University

Jefferson City, MO 65101

Morgan State University

Cold Spring La-Hillen Rd
Baltimore MD 21239

Paine College

1235 15th Street
Augusta, GA 30910-2799

Savannah State College

State College Branch
Savannah, GA 31404

Southern U in Shreveport

3050 Martin Luther King
Shreveport, LA 71107

Talladega College

627 W Battle Street
Talladega, AL 35160

Texas Southern University

3100 Cleburne St.
Houston, TX 77004

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Xavier University of Louisiana

Palmetto & Pine Street
New Orleans, LA 70125

Jarvis Christian College

PO Drawer G, Hwy. 80
Hawkins, TX 75241
(903)769-2174

North Carolina Central

Durham, NC 27707
(919)560-6100

Tougaloo College

Tougaloo, MS 39174
(601)977-7700

Alcorn State Univ.

Lorman, MS 39096

Prairie View A&M University

PO Box 188
Prairie View, TX 77446
(409)857-3311

Rust College

150 E. Rust Avenue
Holly Springs, MS 38635 (601)252-4661

Texas College

2404 N. Grand Avenue
Tyler, TX 75702 (903)593-8311

Wiley College

711 Wiley Avenue
Marshall, TX 75670 (903)938-8341

Hispanic Serving Institutions

Arizona

Arizona Western College

PO Box 929
Yuma, AZ 85366

Pima Community College

Downtown Campus
1255 N. Stone Avenue
Tucson, AZ 85709-3100

South Mountain College

7050 South 24th St.
Phoenix, AZ 85040

California

California State University Bakersfield

9001 Stockdale Highway
Bakersfield, CA 93311-1099

California State University Los Angeles

5151 State University Drive
Los Angeles, CA 90032

California State University Fresno

5241 N. Maple Ave.
Fresno, CA 93740-0048

Cerritos College

11110 E. Alondra Blvd.
Norwalk, CA 90650

College of the Sequoias

Mooney Boulevard
Visalia, CA 93277

Compton Community College

1111 E. Artesia Blvd.
Compton, CA 90221

Don Bosco Technical Inst

1151 San Gabriel Blvd
Rosemead, CA 91770

East Los Angeles College

1301 Avenue Cesar Chavez
Monterey Park, CA 91754

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Gavilan College

5055 Santa Teresa Blvd.
Gilroy, CA 95020

Hartnell College

156 Homestead Ave.
Salinas, CA 93901

Imperial Valley College

P.O. Box 158, 380 E. Aten Road
Imperial, CA 92251

Kings River College

995 N. Reed Avenue
Reedley, CA 93654

Los Angeles City College

855 North Vernon Avenue
Los Angeles, CA 90029

Los Angeles Harbor College

1111 Figueroa Place
Wilmington, CA 90744

Los Angeles Mission College

13356 Eldridge Avenue
Sylmar, CA 91342

Los Angeles T-T College

400 W. Washington Blvd.
Los Angeles, CA 90015

Mount Saint Mary's College

12001 Chalon Road
Los Angeles, CA 90049

Colorado

Community College of Denver

PO Box 173363
Denver, CO 80217

Pueblo Community College

900 W. Orman Avenue
Pueblo, CO 81004

Mount San Antonio College

1100 N. Grand Avenue
Walnut, CA 91789-1399

Oxnard College

4000 S. Rose Avenue
Oxnard, CA 93033

Palo Verde College

811 W. Chansloway
Blythe, CA 92225

Rancho Santiago College

1530 West 17th St.
Santa Ana, CA 92706

Rio Hondo College

3600 Workman Mill Road
Whittier, CA 90608

San Bernardino Valley College

701 S. Mount Vernon Avenue
San Bernardino, CA 9241

San Diego St U Imperial Valley

720 Heber Avenue
Calexico, CA 92231

Southwestern College

900 Otay Lakes Road
Chula Vista, CA 91910

West Hills Community College

300 Cherry Lane
Coalinga, CA 93210

Otero Junior College

La Junta, CO 81050

Trinidad State Junior College

600 Prospect Street
Trinidad, CO 81082

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Florida

Barry University
11300 NE Second Ave.
Miami Shores, FL 3316

Miami-Dade College
Homestead Campus
500 College Terrace
Homestead, FL 33030

Miami-Dade College
Wolfson Campus
300 NE Second Ave., RM. 1301
Miami, FL 33132-2297

Miami-Dade College North
11380 NW 27th Avenue
Miami, FL 33167

St. Thomas University
16400 NW 32nd Avenue
Miami, FL 33054

Florida International University
University Park, PC 528
Miami, FL 33199

Miami-Dade College
Medical Center Campus
950 NW 20th Street
Miami, FL 33127

Miami-Dade College
Kendal Campus
11011 SW 104th Street
Miami, FL 33176

Saint John Vianney Seminary
2900 SW 87th Avenue
Miami, FL 33165-3244

St. Vincent De Paul Seminary
10701 S. Military Trail
Boynton Beach, FL 33436

Illinois

Harry S. Truman College
1145 W. Wilson Ave.
Chicago, IL 60640

Richard J. Daley College
7500 South Pulaski Road
Chicago, IL 60652

MacCormac Junior College
615 N. West Avenue
Elmhurst, IL 60126

St. Augustine College
1333 W. Argyle
Chicago, IL 60640

New Jersey

Hudson County College
168 Sip Avenue
Jersey City, NJ 07306

Passaic County College
One College Blvd.
Paterson, NJ 07505

New Mexico

Albuquerque T-VI College
525 Buena Vista, SE
Albuquerque, NM 87106

Eastern NM Univ.-Roswell
Box 6000, 52 University
Roswell, NM 88202-6000

College of Santa Fe
1600 St. Michael's Drive
Santa Fe, NM 87505

Dona Ana Branch College
3400 S. Espina Street
Las Cruces, NM 88003-8001

Appendix 9

Luna Vocational Tech Inst.
PO Drawer K
Las Vegas, NM 87701

NM Highlands University
National Avenue
Las Vegas, NM 87701

NM St University Main Campus
Box 3Z
Las Cruces, NM 88003

Northern NM College
1002 North Oate Street
Española, NM 87532

Santa Fe College
PO Box 4187
Santa Fe, NM 87502-4187

University of New Mexico
Albuquerque, NM 87131-0001

University of NM Valencia Campus
280 La Entrada
Los Lunas, NM 87031

Western NM University
1000 West College Ave.
Silver City, NM 88061

New York

Boricua College
3755 Broadway
New York, NY 10032

**Borough of Manhattan
Univ. of NY City**
199 Chambers Street
New York, NY 10007-1079

Bronx Community College
Univ. Ave. & 181st St.
Bronx, NY 10453

City Univ. of New York
Convent Ave., at 138th Street
New York, NY 10031

College of Aeronautics
La Guardia Airport Station
Flushing, NY 11371

Herbert H. Lehman College
250 Bedford Park Blvd. W
Bronx, NY 10468

Hostos Community College
475 Grand Concourse
Bronx, NY 10451

LaGuardia College
30-10 Thomson Ave RM E-513
Long Island City, NY 11101

John Jay Criminal Justice Col.
899 10th Ave.
New York, NY 10019

Mercy College
555 Broadway
Dobbs Ferry, NY 10522

Texas

Alamo College District
811 W. Houston, Ste. 212
San Antonio, TX 78207-3033

Del Mar College
101 Baldwin
Corpus Christi, TX 78404

Incarnate Word College
4301 Broadway
San Antonio, TX 78209

Our Lady of the Lake University
411 SW 24th Street
San Antonio, TX 78207-4689

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Saint Mary's University
One Camino Santa Maria
San Antonio, TX 78228-8572

SW Texas Junior College
Garnerfield Road
Uvalde, TX 78801

St. Philip's College
1801 Martin Luther King Dr
San Antonio, TX 78203-2098

Texas A&M University
5201 University Blvd
Laredo, TX 78041

Texas A&M Corpus Christi
6300 Ocean Drive
Corpus Christi, TX 78412

Univ. of TX Brownsville
80 Fort Brown
Brownsville, TX 78520

UT - Pan American
1201 W. University Drive
Edinburg, TX 7539

UT at San Antonio
6900 N. Loop 1604 W
San Antonio, TX 78249-0601

Bee County College
3800 Charco Road
Beeville, TX 78102

El Paso College Dist.
919 Hunter Drive
El Paso, TX 79915

Puerto Rico

Ctr Advanced Studies on
Puerto Rico and the Caribbean
PO Box S-4467
Old San Juan, PR 00904

Inter American U of PR Fajardo
Union Street, Batey Central
Call Box 70003
Fajardo, PR 00738-7003

Laredo Community College
West End, Washington Street
Laredo, TX 78040

UT at El Paso
500 W. University Ave
El Paso, TX 79968

Palo Alto College
1400 West Villaret
San Antonio, TX 78224-2499

San Antonio College
1300 San Pedro
San Antonio, TX 78284

St. Edward's University
3001 S. Congress Avenue
Austin, TX 78704-6489

Sul Ross State University
Box C-114
Alpine, TX 79832

Texas A&M Kingsville
Campus Box 101
Kingsville, TX 78363

TX St Technical Harlingen
PO Box 2628
Harlingen, TX 78550

U of H, Downtown
One Main Street
Houston, TX 77002

Bayamon Central University
PO Box 1725
Bayamon, PR 00960-1725

U of PR Humacao College
Humacao, PR 00791

U of PR Bayamon Tech
Bayamon, PR 00620-3502

Appendix 9

American University of Puerto Rico

PO Box 2037
Bayamon, PR 00619

Caribbean University College

Box 493
Bayamon, PR 00621-6093

Inter American U of PR San German

IAU Call Box 5100
San German, PR 00683

Inter American U of PR Ponce Regional

Carr. 1, Mercedita Station
Mercedita, PR 00731

San Juan Technological College

Jose R. Oliver St.
Hato Rey, PR 00936

Universidad Politecnica de PR

Ponce De Leon Avenue, No. 405
Hato Rey, PR 00918

U of PR Aguadilla Regional

PO Box 250160
Aguadilla, PR 00604-0160

U of PR Medical Sciences

GPO Box 5067
San Juan, PR 00936

U of PR Carolina Regional

PO Box C.R.
Carolina PR 00630

U of PR La Montana College

PO Box 2500
Utuado, PR 00641

U of PR Rio Piedras

Apartado 23300, Estacion UPR
Rio Piedras, PR 00931-3300

University of the Sacred Heart

Box 12383, Loiza Station
Santurce, PR 00914

Antillian Adventist University

Box 118
Mayaguez, PR 00709-0118

Caribbean Center Advanced Studies

PO Box 3711 Old San Juan Sta.
San Juan, PR 00902-3711

U of PR Arecibo Technological

Box 1806
Arecibo, PR 00612

U of PR Ponce Tech

Box 7186
Ponce, PR 00732

Pontifical Catholic Univ. of PR

2250 Ave Las Americas Ste 564
Ponce, PR 00731-6382

Colegio Universitario del Este

PO Box 2010
Carolina, PR 00984-2010

Inter American U of PR Guayama

Call Box 10004
Guayama, PR 00785

Int Amer U of PR Metropolitan

PO Box 1293
Hato Rey, PR 00919

Inter Amer U of PR Central Adm

GPO Box 363255
San Juan, PR 00936-3255

Universidad Metropolitana

PO Box 21150
Rio Piedra, PR 00928

Universidad del Turabo

PO Box 3030
Gurabo, PR 00658

U of PR Central Admin

Apartado 4984
San Juan, PR 00936

U of PR Cayey College

Antonio R. Barcelo Ave
Cayey PR 00736

U of PR Mayaguez

Post Street
Mayaguez, PR 00681

Interview Questions Do's & Don'ts

It is recommended that a list of questions be developed prior to scheduling any interviews and that all applicants for the same position be asked the same questions (i.e., judged by the same standard). This method reduces institutional and individual liability, provided the questions are legal. An Human Resources representative may be called to participate in or assist in any faculty search and/or recruitment process as a consultant and/or to monitor compliance.

Name

Appropriate: "Is there any other name used for work or school that we should know in order to check on your work and education record? If yes, please provide a list." This is best asked at point of serious consideration.

Inappropriate: Inquiries about the name that would indicate applicant's lineage, ancestry, national origin or descent. Inquiries into previous name of applicant where it has been changed by court order, marriage, or otherwise.

Marital and Family Status

Appropriate: Whether applicant can meet specified work schedules is the only acceptable inquiry.

Inappropriate: Any inquiries indicating whether an applicant is married, single, divorced, engaged, dating, etc.

Age

Appropriate: Only applies in relation to hiring a minor. Not relevant at UT Houston.

You can ask:

- When the applicant graduated from high school.
- For dates of employment in each job held.
- Young people for proof that they are over the minimum age required for working papers.
- Applicant if they are under 18.

Inappropriate: Requirement that applicant produce proof of age in the form of birth certificate or baptismal record.

You cannot ask:

- For date of birth.
- Applicant their age.
- Use terms such as boy, girl, young or designate a preference for a specific age group (if it excludes persons over 40 years of age) when advertising job opportunities.

Citizenship

Appropriate: Statement that if hired, applicant may be required to submit proof of citizenship is acceptable, only if previously required in the position description and if approved through Human Resources or EO/AA office. Upon hire, all students, staff and faculty will be required to provide proof of eligibility to work in U.S., as required by the INS.

Inappropriate: "Of what country are you a citizen?" Whether applicant or his/her parents or spouse are naturalized or native born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his naturalization papers. Naturalization plans.

Interview Questions Do's & Don'ts (contd)

Disabilities

Appropriate: If applicant indicates that he/she is reasonably able to perform the essential functions of the job and is qualified, there should be no inquiry regarding disabilities.

Inappropriate: General inquiries (i.e., "Do you have any disabilities?"), which would tend to divulge disabilities or health conditions.

If applicant indicates he/she requires an accommodation to perform job duties and may be otherwise qualified, ask what accommodation is necessary and inform him/her that the request will be taken into consideration. Immediately after the interview, notify the Human Resources Department.

Ancestry or National Origin

Appropriate: Languages applicant reads, speaks or writes fluently, if job related only. Must be included in position description if required.

You can ask:

- What languages do you speak fluently?
- Are you a citizen of the United States?
- If you are not a citizen of the United States, do you have the legal right to work in the United States and for what period of time? (You may ask for proof of this).
- Name and address of the person to be notified in case of emergency (You may ask after job offer).

Inappropriate: Inquiries into Applicant's lineage, ancestry, national origin, descent, birthplace, or mother Tongue. National origin of applicant's parents or spouse.

You cannot ask:

- What country are you a citizen of?
- Are you a naturalized or a native born citizen?
- The applicant to produce their naturalization papers.
- About the applicant's lineage, ancestry, national origin, descent parentage or nationality.
- What language the applicant commonly uses.
- The name of any relative, such as parents, spouse, or minor children.

Education

Appropriate: Applicant's academic credentials, vocational, or professional education. School attended. Inquiry into language skills such as reading, speaking, and writing foreign Languages, if job related only.

Inappropriate: Inquiry concerning racial or religious affiliation of a school. How foreign language ability was acquired is not permissible.

Experience

Appropriate: Applicant's work experience.

Interview Questions Do's & Don'ts (continued)

Conviction, Arrest and Court Record

Appropriate: Inquiry into actual convictions. Note: If conviction record is declared, this is not automatically a reason for rejecting the applicant. This should be discussed with the EEO Specialist.

Inappropriate: Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not a bona fide qualification.

Relatives

Appropriate: Where required by Regents Rules, names of applicant's relatives already employed by UT Houston or the UT System.

Inappropriate: Name or address of any relative of adult applicant.

Sex

Appropriate: No inquiry is acceptable at UT Houston.

You cannot ask:

- Do you have children? If so, how old are they?
- Are you married, single, widowed, divorced?
- What does your spouse do for a living?
- Who lives in your household?

Inappropriate: Sex of the applicant. Any other inquiry that would indicate sex. Sex is not a bona fide occupational qualification at UT Houston.

You cannot ask: *All Female applicants:*

- About their thoughts on career vs. marriage.
- About their husband's job or career plans.
- What was your maiden name?
- If they can type, unless typing is a requirement of the job.
- What kind of childcare arrangements do you have?
- Are you planning to have a family?
- What kind of birth control methods do you use?

Race or Color

Appropriate: No inquiry is acceptable at UT Houston

Inappropriate: Applicant's race, color of applicant's skin, eyes, hair, etc., or other questions directly or indirectly indicating race or color. Applicant's height or weight.

Interview Questions Do's & Don'ts (continued)

Address or Duration of Residence

Appropriate: Applicant's address, if required for clarification purposes.

Inappropriate: Specific inquiry into foreign addresses which would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.

Birthplace

Appropriate: Upon hire can you submit proof that you are legally eligible to work in U.S.?

Inappropriate: Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certification, naturalization or baptismal record before employment. Any other inquiry to indicate or identify nationality or customs.

Military

Appropriate: Type of education and experience in service as it relates to a particular job.

Inappropriate: Type of discharge. Any political discussion on military intervention.

Photograph

Appropriate: May only be required after hiring for identification purposes.

Inappropriate: Request photograph before hiring. Requirement that applicant affix a photograph to her/his application.

Notice in Case of Emergency

Appropriate: Names of persons to be notified in case of accident or emergency. May be asked only after hire.

Credit Rating

Appropriate: No questions are appropriate.

Inappropriate: Any questions concerning credit rating, charge accounts, etc.

References

Appropriate: : "By whom were you referred for a position here?" Names of persons willing to provide professional and/or character references for applicant.

Inappropriate: Require the submission of a religious reference. Request reference from applicant's pastor.

Interview Questions Do's & Don'ts (contd)

Organizations and Religion

Appropriate: Inquiry into professional, or job-related organizations of which an applicant is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. What offices are held, if any? Simultaneously mention that the applicant should not name any organizations that may disclose race, religion, national origin or disability if this question is asked.

You can ask:

- What days or hours would you be unable or unwilling to work?

Inappropriate: The names of organizations to which the applicant belongs, if such information would indicate through character or name, the race, religion, color, or ancestry of the membership should not be asked.

You cannot ask:

- What is your religion?
- Are you able to work on Saturdays and/or Sundays because employers are inquired to make "reasonable accommodation" for an employee's religious observance or practice so long as it does not cause "undue hardship" on the conduct of the employer's to make it almost impossible to claim.
- What church do you attend?
- Do you believe in prayer in school?

Miscellaneous

Appropriate: Notice to applicants that any misstatement or omissions of facts in the application may be cause for dismissal.

Questions You May Ask:

Questions related to past jobs:

- What was your boss's title and what was your boss's function?
- Tell me about the people you hired in your last job. How long did they stay with you, and how did they work out?
- What is the most important accomplishment, achievement or innovation you brought to your present (past) job?
- Exactly what were you responsible for in your old job?
- Describe a typical day on the job?
- Did you ever initiate any changes in the way the work was performed?
- What kind of problems did you encounter on your job? How did you solve these problems?
- What did you like most about your job?
- What did you like least about your job?
- Was your work ever criticized? If so, in what way? Did you improve?
- What was your reason for leaving?
- What kind of a company was () to work for?
- If you could change anything you wanted to about that company, what would it be?
- Of all of your previous jobs, which one did you like the best? The least?

Interview Questions Do's & Don'ts (contd)

Questions related to motivation:

- Why did you select this type of work?
- What do you want to be doing three years from now?
- What do you want to be doing ten years from now?
- What do you want to be earning two years from now?
- What do you hope to gain from an organization like ours?

Questions related to stability:

- I notice that you are/were working for (). Why did you decide to work there?
- What was your original career objective?
- How have your original career plans changed over the years?

Questions related to resourcefulness:

- When you ran into a problem you couldn't solve, whom did you go to?
- How did you change the scope of your previous job?
- What was the most difficult work problem you have ever encountered and how did you solve it?

Ability to work under direction of others:

- How well do you think your supervisor does his/her job?
- What did your supervisor compliment you for? What did he/she criticize you for?
- How much of your work was done on your own? As a part of a team?
- Which aspect did you enjoy more and why?
- How would you supervise people if you were the supervisor?

Personal beliefs and self-evaluation:

- What do you feel are your outstanding qualities?
- What are your two weakest points as an employee?
- If you had a problem or a complaint on your previous job, how did you handle it?
- Do you think that by handling it in this way that it was successfully resolved?
- Why did you like or dislike this process?

Special questions:

- Did you get annual wage increases? How much? Did you know ahead of time how much they would be?
- What kind of job security did you have? Did people ever get unjustly fired? If so, what could they do about it?
- What method was used to determine the pay rate for a job?
- Were your benefits "spelled out" in writing? How?

Aptitude and Cognition:

- How did you go about making an important decision?
- What are some of the things your company might have done to be more successful?
- Why do you think we should hire you?
- Where do you think the power lies in your company?
- What characteristics might differentiate you from other candidates?

ADA Guidelines for Interviews

Inquiries You Are Permitted To Make:

- **YOU MAY ASK** whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process.
- **YOU MAY ASK** about the individual's ability to perform essential job functions.
- **YOU MAY** give a copy of the job description to the individual that identifies all essential functions and ask whether the individual is able to perform all of those essential functions with or without a reasonable accommodation
- **YOU MAY DESCRIBE** the job and ask whether the individual can perform those functions.
- **YOU MAY ASK** about current use of illegal drugs.
- **YOU CAN STATE** UT-Houston's attendance policy and ask whether the individual can comply with the attendance requirements for the position.
- **YOU MAY STATE** UT-Houston's standards and expectations and ask if the individual can meet those standards. For example:
 - **You may state** UT-Houston's drug policy;
 - **You may state** UT-Houston's standards for on-the-job alcohol consumption;
 - **You may state** UT-Houston's smoking policies;
 - **You may state** UT-Houston's standards for attendance, including the availability or lack of availability of leave for newly-hired employees;
 - **You may state** the performance standards and expectations for a particular position.
 - **You may ask** an individual how he or she could perform tasks, and with what accommodations, **if the applicant indicates** that he or she can perform the tasks with an accommodation.

Inquiries You Cannot Make

- **YOU CANNOT ASK** whether an individual requires time off for medical treatment of a disability.
- **DO NOT ASK** questions about whether the individual has a current disability or a past disability.
- **DO NOT ASK** whether the individual has any serious illness (such as AIDS), back problems, a history of mental illness or any other physical or mental condition.
- **DO NOT ASK** if the individual has a disability that is obvious to the interviewer (such as an applicant that is missing a limb or uses a wheelchair).
- **DO NOT INQUIRE** how the individual became disabled or the prognosis for the applicant.
- **DO NOT ASK** questions about the nature of severity of the applicant's disability.
- **DO NOT COMMENT** in any way on the individual's physical condition except as described in the section above.

ADA Guidelines for Interviewers (contd)

Inquiries You Cannot Make (continued)

- **DO NOT ASK** questions about the applicant's past on-the-job injuries.
- **DO NOT ASK** about the applicant's medical problems by requesting the applicant to identify if he or she has or has ever suffered from a list of ailments, such as:
 - Diabetes
 - Heart Condition
 - Back Problems
 - Ulcers
 - Hearing Problems
 - Migraines
 - Arthritis
 - Hepatitis
 - Visual Problems
- **DO NOT ASK** whether the applicant has ever been treated for drug addiction or alcoholism.
- **DO NOT ASK** how many days the applicant was absent from work last year because of illness.
- **DO NOT ASK** whether the individual has ever filed a worker's compensation claim.
- **DO NOT ASK** whether the individual has ever received an award of workers' compensation benefits.
- **DO NOT ASK** questions of applicants with disabilities that you do not ask of other applicants, except as described below.

Questions you may ask if the applicant identifies a disability:

- If an applicant has a "known disability" either because it is obvious (for example the applicant uses a wheelchair, is blind, has missing limbs), or because the applicant **has voluntarily disclosed** that s/he has a hidden disability.
- **YOU MAY ASK** the individual to explain or demonstrate how he or she can perform the essential functions of the job, with or without a reasonable accommodation. If an applicant has a known disability that would not interfere with or prevent performance of the job, you **CANNOT** ask or require the applicant to demonstrate performance of a job function, **unless you ask all applicants** to do so.

Restrictions on Hiring Decisions

- **DO NOT REFUSE** to hire an individual because the individual has asked for an accommodation.
- **DO NOT REFUSE** to hire or consider an individual for a position merely because that person has a disability or is associated with a person with a disability.
- **DO NOT REFUSE** to consider or hire a person merely because that person has filed a past worker's compensation claim or has back problems.
- **DO NOT REFUSE** to hire a person because you think it might increase insurance or worker's compensation costs or because you think they may pose a threat to the health and safety of themselves or others. This decision cannot be made based on speculation; it requires that input of the human resources department and possibly medical personnel to ensure that the decision is defensible.

ADA Guidelines for Interviewers (contd)

Restrictions on Hiring Decisions (continued)

- If the position for which the individual is applying is one where UTA requires a medical examination, **YOU MUST INFORM** all applicants for those positions that any offer of employment is conditioned upon the satisfactory results of a medical examination.

- **YOU MUST CONTACT** the Human Resources Department for advice and guidance on individuals with a disability who:
 - Requests a reasonable accommodation;
 - You are considering rejecting because of a physical or mental condition;
 - You are considering rejecting because of an inability to perform the essential functions of the job.