

# **NORTHEASTERN ILLINOIS UNIVERSITY**

## **HIRING MANUAL**

### **FACULTY AND ADMINISTRATIVE AND PROFESSIONAL APPOINTMENTS**

**FEBRUARY 2008**

# Northeastern Illinois University Faculty and A & P Hiring Manual\*

<b>INTRODUCTION</b> .....	1
<b>KEY ROLES DEFINED</b> .....	2
<u>THE HIRING AGENT:</u> .....	2
<u>THE SCREENING COMMITTEE:</u> .....	2
<u>THE SCREENING COMMITTEE CHAIR AND SECRETARY:</u> .....	2
<u>THE AFFIRMATIVE ACTION OFFICER</u> .....	3
<b>THE HIRING PROCESS</b> .....	4
<u>STEP #1: INITIATE THE HIRING PROCESS AND OBTAIN APPROVAL TO HIRE</u> .....	4
<u>STEP #2: DEVELOP THE POSITION DESCRIPTION</u> .....	4
<u>STEP #3: WRITE THE JOB ANNOUNCEMENT</u> .....	5
<u>STEP #4: RECRUIT CANDIDATES</u> .....	6
<u>STEP #5: ESTABLISH THE SCREENING COMMITTEE</u> .....	7
<u>STEP #6: SET THE AGENDA FOR THE FIRST MEETING OF THE SCREENING COMMITTEE:</u> .....	8
<u>STEP #7: DEVELOP THE EVALUATION CRITERIA AND SCREENING FORM:</u> .....	9
<u>STEP #8: RECEIVE AND ACKNOWLEDGE APPLICATIONS</u> .....	9
<u>STEP #9: NARROW THE POOL</u> .....	10
<u>STEP #10: CONDUCT PRELIMINARY INTERVIEWS</u> .....	10
<u>STEP #11: CONDUCT REFERENCE CHECKS</u> .....	11
<u>STEP #12: INVITE FINALISTS FOR CAMPUS INTERVIEWS</u> .....	11
<u>STEP #13: REPORT CANDIDATES' STRENGTHS AND WEAKNESSES</u> .....	13
<u>STEP #14: OFFER EMPLOYMENT</u> .....	13
<u>STEP #15: NOTIFY UNSUCCESSFUL CANDIDATES</u> .....	13
ALTERNATIVE SEARCH PROCESS .....	14
INTERNATIONAL CANDIDATES .....	14
<b>APPENDIX A: SAMPLE FACULTY HIRING PROCEDURE CHECKLIST</b> .....	16
<b>APPENDIX B: SAMPLE A &amp; P HIRING PROCEDURE CHECKLIST</b> .....	18
<b>APPENDIX C: POSITION AUTHORIZATION REQUEST FORM</b> .....	20
<b>APPENDIX D: SAMPLE DESCRIPTION OF THE UNIVERSITY &amp; DEPARTMENT</b> .....	21
<b>APPENDIX E: JOB ANNOUNCEMENT OPTIONS</b> .....	25
<b>APPENDIX F: CRITERIA FOR INTERVIEW QUESTIONS</b> .....	26
<b>APPENDIX G: SAMPLE LETTERS</b> .....	30
<b>APPENDIX H: AFFIRMATIVE ACTION APPLICATION SURVEY FORM</b> .....	32
<b>APPENDIX I: CONDUCTING REFERENCE CHECKS</b> .....	33
<b>APPENDIX J: SAMPLE CANDIDATE PRESENTATION EVALUATION</b> .....	34
<b>APPENDIX K: AUTHORITATIVE REFERENCES PROHIBITING DISCRIMINATION AND HARASSMENT</b> .....	35

\*THIS HIRING MANUAL IS THE REVISION OF THE 1990 SEARCH AND SCREEN MANUAL, AND REPLACES IT AS OFFICIAL UNIVERSITY POLICY. FOR UPDATES TO THE MANUAL, PLEASE CHECK [HTTP://NEIUPORT.NEIU.EDU](http://neiuport.neiu.edu), AND CLICK THE EMPLOYEE TAB.

## **Introduction**

In keeping with the Mission and Values of Northeastern Illinois University, this Hiring Manual provides guidance in the recruitment and hiring of faculty and administrative and professional staff. This work is at the very heart of the University. In many ways, there is no more important task. In the course of identifying and attracting outstanding faculty and staff, those involved in the hiring process are in the unique position not only of enhancing the reputation of the University, but also enhancing the diversity and strength of the community.

Northeastern Illinois University's commitment to excellence and diversity in all fields and at all employment levels adds quality and cultural richness to the institution and enhances its vitality and reputation. Offering students a diverse faculty and staff broadens and strengthens the learning environment, and provides students with a variety of role models to promote their growth and achievement as they prepare to live and work in a global society. Diversity and pluralism in the faculty and staff attract diversity and pluralism in the student body. The vision and the voice of a diverse workforce are essential for preparing our students for an ever-increasing global society.

This manual provides procedural information to ensure that Northeastern Illinois University conducts careful and thorough searches and provides equal employment opportunity through non-discriminatory hiring practices. Northeastern Illinois is committed to the principles of equal employment opportunity and affirmative action in all areas of its employment process. In compliance with state and federal employment laws, as well as institutional policies, Northeastern Illinois University will not discriminate against any applicant for employment because of race, gender, color, religion, national origin, ancestry, age, marital status, disability, sexual orientation, or veteran's status, and will comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders and regulations.

The University is committed to the principle of shared governance in hiring; this means that committees should be involved in virtually all hiring decisions for faculty and administrative positions. All participants in recruiting and hiring efforts share a common purpose: to proceed both effectively and affirmatively to identify the candidates most appropriate for the position. Proceeding effectively and affirmatively requires regular communication among the participants throughout the search. More importantly, these processes require active collaboration and strict confidentiality among all participants.

With diligence and hard work, we will continue to build the strength of the University, preparing our graduates to function ever more effectively in a global society.

Suggestions for improvement of this Hiring Manual may be conveyed to the Affirmative Action Officer or the Director of Human Resources.

## Key Roles Defined

### The Hiring Agent:

The Hiring Agent will be the President, Provost or appropriate Vice President. In specific instances, the Hiring Agent may choose to delegate some of the following responsibilities. In general, the Hiring Agent's duties and responsibilities include but are not limited to the following: obtain authorization to initiate the hiring process; prepare the position description to review with the Affirmative Action Officer; draft the job announcement and approve the recruitment plan; establish the Screening Committee; collaborate and consult with members of the Screening Committee; receive the strengths and weaknesses of the finalists from the Screening Committee; and submit the name of the finalist recommended for hiring to the Affirmative Action Office, whereupon the President, Provost, or appropriate Vice President will initiate the offer for the position.

### The Screening Committee:

Final approval for the composition of the Screening Committee is given by the Hiring Agent.

**For faculty searches**, the creation of a Screening Committee is done in consultation with the appropriate department. The goal is to have members with a broad awareness of University perspectives as well as equity and diversity issues. The committee will usually include several members of the department and may also include members outside of a department or unit. These appointments will be made by the appropriate Hiring Agent. It is recommended that such appointments have experience in a related field or an interdisciplinary background or their field relates to the particular search. The Screening Committee may consult the department chair at each stage of the process. The department chair is expected to assist with establishing the position description; to interview the finalists; to receive from the committee a copy of the finalists' strengths and weaknesses to convey to the dean; and to provide his or her own feedback on the finalists.

**For Administrative and Professional employee searches**, individuals are selected from a variety of units to assure broad representation of campus areas. The diversity of the Screening Committee will be reviewed by the Hiring Agent in consultation with the Affirmative Action Office.

### The Screening Committee Chair and Secretary

The Hiring Agent will determine the process for selecting the Chair of the Screening Committee.

All communications from the Screening Committee should come from the Committee Chair. The letters to be sent from the Screening Committee (e.g., letters acknowledging

receipt of application, letters to unqualified applicants, and letters to applicants not selected) should be prepared accordingly throughout the search process.

The Secretary may be appointed, self-nominated or elected. It is the Secretary's responsibility to document the search. Information should be retained on all individuals who were hired, all individuals who were rejected, and reasons for selection or non-selection. These records should be kept securely in the office of the Hiring Agent and maintained according to the State Records Act (5 ILCS 160) for a minimum of three years for applicants who were not hired. All information that relates to a hired applicant should be transferred to the individual's personnel file.

Information to be retained includes:

- The names of all members of the Screening Committee, Chair and Secretary;
- A copy of the position description and any other forms related to authorization to recruit;
- Publicity information, specifically, the forums and publications where the job announcement was published;
- List of applicants and nominees;
- Candidate files (letters of application, resumes, transcripts, letters of recommendation, and copies of correspondence with individual applicants and nominees);
- Sample letters sent to applicants such as acknowledgement of receipt of candidate application, letter of invitation to campus interview, letter of regret sent at conclusion of search;
- List of interviewees;
- Examples of questions posed in the interview and reference checking processes;
- Any personal notes related to the search process such as interviews of references.

The Secretary will record minutes for all meetings and copies will be sent to the Affirmative Action Officer. Minutes of the meetings, which may prove valuable in reconstructing the search process in case a problem arises, should include the dates the committee met, the committee members who were present and absent, and the dates when contacts were made with applicants/nominees.

#### The Affirmative Action Officer

The Affirmative Action Officer helps to ensure that hiring practices are in line with the University's commitment to affirmative action and equal employment opportunity and are in compliance with federal and state equal employment opportunity laws and regulations. (A summary of applicable laws and executive orders is provided in Appendix K.)

The Affirmative Action Officer will receive and maintain Affirmative Action Applicant Survey Forms returned by applicants and will complete gender and heritage code information for all persons interviewed.

## **The Hiring Process**

The Hiring Process begins when the individual responsible for the administration of a University department or unit determines that a new employee needs to be hired to accomplish a University goal or activity. The processes to accomplish that hiring are described in detail in the following sections.

Hiring Agents are encouraged to develop a hiring procedures checklist to aid in the management of the many details required to execute a successful hiring process. Sample procedure checklists are included in Appendix A (Faculty) and Appendix B (A & P).

### Step #1: Initiate the Hiring Process and Obtain Approval to Hire

Once it is determined by a unit head to seek a replacement for a current vacancy or seek approval for a new position, the unit head should initiate an informal discussion with his or her supervisor to determine if the position will be supported at the next level. If preliminary approval for a new hire is granted at that level, the unit head will develop a preliminary position description that will accompany a completed Faculty/A & P Position Authorization Request (See Appendix C). The preliminary position description should be developed only for the internal University position approval process and may be revised should approval be obtained to proceed with the search. The preliminary position description should include all job-related duties and responsibilities that will be in the position description, but does not need to include the description of the University and other non-job-related information.

The Position Action Request will be forwarded through the approval process, including presidential approval for new positions. The A & P hiring process includes the approval of an exemption from civil service classifications as required by the State Universities Civil Service System. The exemption must be approved by Human Resources, the area vice president and the president. Only after all approvals are secured can the formal search process begin.

### Step #2: Develop the Position Description

Following approval to proceed with the hiring process, the Hiring Agent must write a detailed position description.

A well-written position description should attract a well-qualified and diverse applicant pool from which the Screening Committee can select candidates. A position description that clearly specifies responsibilities and expectations will have many beneficial effects:

- It will assist the Screening Committee in focusing on candidate qualifications and in articulating position expectations;
- It will provide a framework to discuss and evaluate all candidates;

- It will allow potential candidates to determine whether they want to apply for the position.

In developing a position description, it is very important to examine the specific requirements of the position to be certain that they are not simply the result of traditional practices, are genuinely related to the proposed job, and are necessary to perform the required duties. The position description should broadly describe the position to be filled and should provide the specific skills, knowledge, attributes, qualifications, and experience required or desired to perform the job. Nothing in the position description can be discriminatory (e.g., "applicants under 30 preferred" or "recent graduates preferred" or "junior faculty preferred").

While position descriptions may vary widely, they usually include the following elements:

- A description of the University; (See Appendix D for samples of University and department descriptions)
- Title of the position;
- Reporting line;
- Specific duties for which an individual will be responsible;
- Education and experience, separately identifying required and desired;
- Credentials, separately identifying required and desired;
- Areas of specialization;
- Duration of position (for example, when position begins, whether tenure or non-tenure track, academic year or annual appointment);
- The date when the review of applications will begin. The Hiring Agent has the discretion to include other relevant dates although no closing date should be given;
- Name, address, telephone number, fax number, and e-mail address of person designated by the Hiring Agent to receive application materials.

In circumstances determined by the Hiring Agent, the position description may be written to provide flexibility with respect to disciplinary specialties or more than one rank.

For A&P positions, the Hiring Agent should submit the completed position description to the Office of Human Resources for approval.

All position descriptions must be submitted to the Affirmative Action Office for a final review.

### Step #3: Write the Job Announcement

After a position has been approved for hiring and the position description has been approved, but before the recruiting process begins, the Hiring Agent will develop a job announcement. This announcement will summarize the most important aspects of the position based on the position description and direct potential candidates to the position

description on the University Web site. Care must be taken to ensure that the job announcement is entirely consistent with the position description and that there is no information included in the job announcement that is not included in the position description, other than directing potential candidates to the position description for further information.

All job announcements will state that Northeastern Illinois University is an Equal Opportunity/Affirmative Action Employer. If space permits, the job announcement should state that Northeastern Illinois University is an Equal Opportunity/Affirmative Action Employer and invites applications from women and minorities as well as other qualified individuals.

#### Step #4: Recruit Candidates

Northeastern Illinois University has a strong commitment to the principle of equal opportunity and to building a diverse educational environment by increasing the representation of minorities, women, the disabled, and other underrepresented groups in its workforce. In order to further its Mission, the University strongly encourages the applications of individuals from underrepresented groups. To accomplish this, the University will recruit widely and use a variety of methods of identifying applicants of diverse groups.

Since each disciplinary area (whether academic department or administrative department) may have specific practices that have been developed by that discipline, the department ought first to develop a recruitment plan that sets out those practices as the steps toward narrowing its applicant pool in order to eventually obtain the best, most qualified candidate as the product of an affirmative search process. The plan should be clear about how disciplinary practice enables an organized, affirmative search process (such as advertising to a large and diverse pool of applicants). Those departments or areas that have specific methods of interviewing candidates (at a national conference, for example), due to their professional practices, should make it clear why this is an important part of the hiring process in their discipline. If a department has no well-defined practice for administering a search, the Hiring Agent, in cooperation with department members, will develop a recruitment plan. The Hiring Agent is responsible for approval of the recruitment plan and developing the recruitment budget.

While certain fields may not have large numbers of women and minorities, there is no field in which these groups are completely unrepresented. The Hiring Agent should assure that relevant professional and academic associations are invited to suggest names of potential candidates. The Hiring Agent should also look for ways to publicize the position in a manner that will bring it to the attention of women, minority and other underrepresented candidates. Increasingly, universities are posting vacancies on a myriad of Web sites, in addition to print media (see Appendix E for job announcement options).

Direct contact with academic departments, professional organizations, and colleagues is an effective method of expanding the recruiting process. The direct and personal

approach to recruitment is one of the most successful practices for identifying candidates. Departments and Screening Committees are urged to:

- Encourage faculty and staff who will be attending professional conferences or who will be delivering papers at other universities to combine their visits with recruitment efforts for current and future positions. They can provide institutions and potential candidates with general information about Northeastern Illinois University's departments, programs, and other initiatives. They should also be encouraged to solicit resumes from promising candidates and use networking strategies to promote nominations. Establish a working relationship with departments and units at institutions, including those with substantial numbers of women and minorities. This will allow a host of mutually beneficial activities to be undertaken, especially in fields where members of underrepresented groups are few in number.
- Promote collaborative activities such as sharing facilities, faculty exchanges or scholars in residence.
- Request names of potential candidates from colleagues at Northeastern Illinois University, from institutions with strong graduate programs in the discipline, and from universities that have diverse populations.
- Keep national higher education associations informed of current and possible future positions.
- Maintain ongoing contact with professional organizations, associations, and agencies that have a job referral service.
- Use a personal approach in recruiting candidates. Often, outstanding potential candidates do not apply for advertised positions, but might be responsive to individual recruitment efforts.
- Through the Office of Human Resources include position announcement on the NEIU Web site and portal.

#### Step #5: Establish the Screening Committee

One of the Hiring Agent's most important responsibilities is to establish the Screening Committee.

**For faculty hires**, the Screening Committee will typically be comprised primarily of faculty within the department or unit but faculty from related disciplines may also be appointed. Should the discipline lack breadth of background, gender or ethnicity, additional members should reflect the diversity of the University and portray to potential hires the importance the University places on a qualified and diverse workforce.

**For A & P hires**, the Screening Committee should reflect the gender and ethnic diversity of the University, include individuals from various employment categories (A & P, civil service and, if appropriate, faculty), and individuals from the various vice presidential areas. Generally, employees reporting directly to the person to be hired should not be included on the Screening Committee.

Membership of the Screening Committee should be reviewed by the Affirmative Action Officer and is approved by the Hiring Agent.

Step #6: Set the Agenda for the First Meeting of the Screening Committee:

The first meeting of the Screening Committee should be convened by the Hiring Agent ideally within two weeks of approval to begin the hiring process. At this meeting the Hiring Agent will discuss needs facing the University and the department.

The Hiring Agent will give the charge to the Screening Committee. The committee should understand exactly how many finalists are to be recommended and explore the position qualifications as they relate to the stated criteria. At this initial meeting the Hiring Agent and the committee should review and discuss the recruitment plan (see Step #4 above) so that the steps in the screening process are clear and agreed upon.

The presence of the Affirmative Action Officer is mandated at the first meeting of the Screening Committee to review the complete process and provide advice and counsel.

Timelines should be established and communicated by the Hiring Agent. Activities which need deadline dates are:

- When the committee will begin reading dossiers;
- When the first screening will be made;
- When interviews will take place, including visits to the campus;
- When the schedule of activity for campus visits will be complete;
- When the discussion of the candidates strengths and weaknesses will take place; and
- When the summary of the strengths and weaknesses of each candidate will be forwarded to the Hiring Agent.

The committee should discuss:

- How records will be kept and submitted to the Affirmative Action Office and to the Hiring Agent;
- How candidate dossiers will be made available for review;
- Application materials required by the Hiring Agent. The committee may want to create a checklist of required items that it should receive from each candidate so the individual may be contacted if the application packet is not complete.

The role of the Screening Committee is critical. While a Screening Committee is evaluating a candidate, the candidate is also evaluating the Screening Committee, the department and the institution. The impression that a candidate receives of the University will reach many individuals beyond the candidate and will influence our reputation and the success of future Screening Committees.

In order to ensure that the impression the candidate receives is a positive one, the Screening Committee needs to give particular attention to details of the process. Specific aspects that may influence a candidate's perception: committee members' candor with candidates, meeting timelines, keeping commitments, maintaining a professional tone in correspondence and telephone communication, conducting interviews that are probing, yet cordial, and having campus visits that are well-planned and executed. As a result of these efforts, the Screening Committee will demonstrate professionalism, presenting the University as a healthy, pleasant and supportive place to work.

#### Step #7: Develop the Evaluation Criteria and Screening Form:

The Screening Committee will develop a screening form based on the position description. The rating sheet may be reviewed by the Hiring Agent, particularly when there are weightings assigned to the various hiring criteria. The committee will also develop questions to use in phone and on-campus interviews to be reviewed by the Affirmative Action Officer. See Appendix F for criteria and samples of interview questions.

Selection criteria and screening procedures should be established and agreed upon before materials from the candidates are reviewed. Qualifications for the position as reflected in the position description and the standards for judgment by the committee should be clearly understood by its members. The relative weight, for instance, given to experience, publications, teaching, service, technical expertise, community activities, letters of recommendation, adoption of criteria, areas of exceptionality, and the ability to enhance cultural diversity should be thoroughly discussed. The committee must also determine how reference information will be collected (e.g., letters, telephone calls, or a combination thereof). The committee and the Hiring Agent shall participate in this process.

The committee should examine a candidate's entire career when applying its criteria. A Screening Committee should carefully review all of an individual's accomplishments, his or her potential for growth, the diversity of perspective that he or she will bring to the department/university, and any unique contribution the candidate will make. Non-traditional career patterns should not exclude nor otherwise inhibit qualified candidates from being considered.

It is likewise vital to eliminate from the evaluation process any stereotyped ideas based on the candidate's race, gender, color, religion, national origin, ancestry, age, marital status, sexual orientation, disability, or veteran's status. Applicants with disabilities must be evaluated in terms of the actual job requirements with no attention given to the need for accommodations during the evaluation process.

#### Step #8: Receive and Acknowledge Applications

It is the responsibility of the Hiring Agent, to determine the process for receiving resumes and sending a letter to all applicants acknowledging receipt of their materials. The

acknowledgement letter should state that unless confidentiality is requested in writing, information regarding the applicants and nominees must be released upon request. The letter may also contain information about the Screening Committee's timeframe, since candidates are always anxious to know when they will be hearing about their status. (See Appendix G for sample letters.)

Each applicant should also receive the Affirmative Action Applicant Survey Form (See Appendix H) to complete and send directly to the Affirmative Action Office. The Hiring Agent may send the hard copy Applicant Survey Form (available from the Affirmative Action Office) with the above mentioned acknowledgement letter and direct the applicant to return the form to the Affirmative Action Office. Alternately, the Hiring Agent may elect to use the electronic survey form, available at [www.neiu.edu/~afaction/Ht\\_Test](http://www.neiu.edu/~afaction/Ht_Test), which will send the survey electronically to the applicant and the completed form will be sent automatically to the Affirmative Action Office. Regardless of which survey method is used, the same survey methodology must be used consistently for all applicants within a particular search.

Additional information may also be requested in the acknowledgement letter.

#### Step #9: Narrow the Pool

Based on instructions from the Hiring Agent, the Screening Committee will identify a smaller pool (e.g. 6-10) of candidates that will be reviewed by the Hiring Agent before preliminary candidate interviews are conducted. The Screening Committee will provide to the Hiring Agent a summary of the applicant pool consisting of a) the total number of candidates; b) the number of men, women, and minority candidates to the extent that can be determined by the applicant files; c) the list of candidates the committee wishes to consider further, and d) for each candidate from a minority group whose name is not included in the list for further consideration, an explanation must be provided. The Hiring Agent will review the candidates and may make recommendations to increase the pool, when appropriate, so long as the candidates are qualified for the position.

#### Step #10: Conduct Preliminary Interviews

The position description will assist the Screening Committee at the interview stage. Interview questions should assess an applicant's ability to perform the responsibilities assigned to the position. If the position description identifies essential job duties, all applicants, whether or not they have a disability, may be asked if they can perform those duties with or without reasonable accommodations.

The Screening Committee should devise a group of core questions based on the job-related criteria by which candidates are to be evaluated and reviewed. See Appendix F for criteria and examples of appropriate and inappropriate questions. Follow-up questions based on the responses to predetermined questions will most likely vary with each candidate. Time should be allotted for the candidate to ask questions of the

committee. Beginning with open-ended questions frequently relaxes the candidate and encourages her or him to speak freely.

Make sure that no questions have been overlooked. Encourage the candidate to suggest anything that might expand on or clarify his or her training or experience. Tell applicants your schedule for completing the search.

#### Step #11: Conduct reference checks

The committee will check references at an appropriate point according to the recruitment plan. The candidate must provide names/contacts of references as specified in the job announcement. The committee is not obligated to contact all of the references submitted by a candidate. It may choose to contact only those whom it believes have the most pertinent information.

When communicating with a reference, it is advisable to have a copy of the position description at hand, along with the questions the committee wishes the individual to address. (See Appendix I for criteria and sample reference check questions.)

The reference should be informed that the recommendation will be treated confidentially only if he/she requests it.

To obtain meaningful reference information:

- Get the basics. Verify dates of employment, type of work done, job title, earnings, who the applicant worked for;
- Get information on job-related characteristics the prospective employer is interested in.

Notes should be taken during the conversations with references so that a written record of the conversation can be placed in the candidate's screening file.

If a Screening Committee member receives an unsolicited call about a candidate, the member should refer the matter to the Chair of the Screening Committee. The name of the individual who provided the information should be retained for the record.

#### Step #12: Invite finalists for campus interviews

When the pool of candidates has been narrowed to a small group of individuals in whom the Screening Committee is seriously interested, the Chair should review the list with the Hiring Agent, who has final approval of candidates to be interviewed on campus.

The affirmative action protocol requires that all candidates be treated equally during their interview and campus visit. When feasible, similar events should be scheduled, the same groups should be assembled, and an equal amount of time should be allotted to each interview.

Plans for the campus visit and interview should be developed by the committee and reviewed with the Hiring Agent and/or designee. A detailed and thorough agenda should be established including proposed activities. This will include the individuals and groups the candidate will meet, and identify the faculty or staff who will escort the candidate from place to place. One person should be designated as the primary host for the visit. The schedule should be sent to the candidate. The schedule will be available to all unit members and others in the University, by campus mail and/or the University Web site.

The Screening Committee will develop a form to be used to gather feedback from attendees at meetings with the candidates. (See Appendix J for a sample form evaluating a presentation.) The form should ask attendees to rate the candidates on key elements of the position description. Forms should be returned to the Chair of the Screening Committee.

Names of finalists are not confidential since campus interviews are public. Copies of the finalists' resumes should be made available to all University employees in electronic format. All members of the committee should review the candidate's dossier and the position description before the interview.

If a formal presentation is required with a specific focus, explicit information should be given to the candidate. The committee should also send the candidate appropriate information about the department and the University. This will help acquaint the candidate with the institution and provide background. It is advisable to ask the candidate if there are any special circumstances about which the committee should be apprised. If the candidate, for instance, has a disability, it would be useful to know if a van or a full-size car will be needed. If the candidate has special dietary requirements, courtesy demands that this be taken into account in planning for interview commitments that include dining.

The Screening Committee may wish to set aside a block of time for the candidate to meet informally in an open meeting with faculty, staff and students. Such occasions are intentionally unstructured so that candidate and constituents can become better acquainted. It is in precisely these situations that care must be taken to avoid asking questions or making comments that relate to race, the derivation of one's name, ethnic origin, religion, marital status, sexual orientation, age, political affiliations, or other personal matters. Such questions are in violation of law.

All questions pertaining to salary should be referred to the Hiring Agent or designee, unless a salary range has been approved for dissemination.

While the interview allows the Screening Committee to evaluate the candidate, it also permits the candidate to judge the Screening Committee, department, and institution. An interview that is carefully planned, that begins on time, that allows the candidate to present himself or herself in the best possible light, and that elicits the necessary job-related information, is a major element in mutual success.

### Step #13: Report candidates' strengths and weaknesses

The Screening Committee will forward the strengths and weaknesses of the finalists to the Hiring Agent and Affirmative Action Officer. To ensure confidentiality, e-mail should not be used to discuss strengths and weaknesses of any candidate.

The Hiring Agent will discuss these recommendations with the chair or unit head.

Any member of the Screening Committee may present a minority opinion to the Affirmative Action Officer, Chair of the Screening Committee, and Hiring Agent.

### Step #14: Offer employment

Based on the information gathered during the search process, the Hiring Agent will make a determination of which, if any, of the candidates best meets the requirements of the position description. Should the search process result in a successful candidate, the Hiring Agent will make an employment offer to the successful candidate based on the parameters in the approved Position Authorization Request, including salary, title and length of employment.

In the case of a tenure-track faculty position, the offer is contingent upon receipt of the terminal degree listed in the job announcement. If the candidate fails to obtain the terminal degree before the starting date of employment, the position will be converted into a non-tenure track position of instructor. If the candidate completes the terminal degree during the first academic year of employment, the position will be converted to the tenure-track position at the level advertised in the job announcement.

If applicable, the offer of employment will include information about moving expense reimbursement.

### Step #15: Notify unsuccessful candidates

Each candidate, especially those interviewed, has made an investment of time and other resources in the search process. It is important that the Screening Committee treat each of them with courtesy throughout the process.

- Candidates who were not interviewed should be notified by the Committee Chair (or Hiring Agent) of their status as soon as possible.
- As soon as possible after an offer is accepted, interviewees not chosen should be notified by the Committee Chair (or Hiring Agent) (see sample letter in Appendix G). All unsuccessful finalists for positions should be notified prior to public announcements of the appointment.

## **ALTERNATIVE SEARCH PROCESS**

Open searches, employing job announcements (both hard copy and web-based) in national or regional newspapers and journals, are required for most positions. Limited searches for faculty and Administrative and Professional positions may be restricted to the University campus or even to the unit in which the position resides. These exceptional searches might be justified by the qualifications sought and must be approved by the Affirmative Action Officer.

The following positions do not require a open search:

- Temporary appointments limited to a specific time.
- Appointments for less than half-time, which cannot be increased to 50 percent or greater time without a open search.
- Contingent faculty appointments for a maximum of one year (or longer if funded by a grant), made with the understanding that positions so filled will be subject to open searches should the contingent position be changed to tenure track.
- Student appointments made with the understanding that a department wishing to retain a student employee as a faculty member must post this opening and conduct an open search in which the student employee competes with other comparably qualified candidates. Student appointments include the following categories:
  - Interns
  - Fellows
  - Trainees
  - Teaching Assistants
  - Graduate Research Assistants

Individuals appointed to positions without a search being conducted must be informed that subsequent offers of employment will not be made to them unless they are selected as the result of an open search.

## **INTERNATIONAL CANDIDATES**

NEIU, through the Affirmative Action Office and in consultation with a law firm the University retains for immigration-related matters, will assist all international faculty and staff members with governmental agencies including the United States Citizenship and Immigration Services (USCIS), immigration regulations and required documentation during their employment at NEIU. The University does not release to outside attorneys its agency in matters of immigration and labor certification.

For this reason, outside attorneys are not permitted to:

1. sign a G-28, Notice of Entry of Appearance as Attorney or Representative, on behalf of NEIU;

2. file I-129, Petition for a Nonimmigrant Worker, for NEIU employees;
3. or file Form I-140, Immigrant Petition for Alien Worker on which NEIU is shown as the petitioner.

In the event the Screening Committee encounters any questions or requests for additional information concerning these practices and procedures, the Screening Committee Chair should contact the Affirmative Action Officer for assistance.

## **Appendix A: Sample Faculty Hiring Procedure Checklist**

(Sample from the College of Business and Management)

1. Advertisement for position (Prior May-June)
  - a. Department approves position description, job announcement and advertisement for position
  - b. Chair and Dean approve
  - c. Assure that it is submitted
2. Faculty / Chairs attend meetings (AOM, DSI, POMS, AMA, etc) to advertise position, collect materials of interested individuals
3. Receive applications / prepare portfolios
  - a. Received by Chair
  - b. Copied to Department Secretary, who sets up and numbers candidate portfolio
  - c. Copied to Screening Chairs/Co-Chairs
  - d. Staff/Graduate Assistant reviews submitted materials. Maintains two forms:  
(The exact access of graduate assistance to candidate materials to be determined)
    - 1) For all candidates, a table / matrix of materials received. Puts materials in a numbered file.
    - 2) For all candidates, a table / matrix of screening Criteria (fills in name, graduation status, degree, university, courses taught)
  - e. Department Secretary acknowledges receipt of materials, notes shortfalls.
  - f. Materials are placed in differently colored folders (one color for each position) and in different boxes
4. AAO Briefing and meeting (Early Sept)
5. Initial screening
  - a. Chair/Co-chairs announce to faculty availability of portfolios for review
  - b. Chair/Co-chairs call meeting to evaluate discuss candidates
  - c. Un-qualified candidates (non-AACSB PhD) are eliminated.
  - d. Most highly candidates are selected for recommendation to Dean & conference call
6. Conference Call (all candidates have been reviewed / approved by Dean)
  - a. Assure all materials for candidate are present
  - b. Schedule faculty availability and candidate availability
  - c. Schedule conference room and get speaker phone.
  - d. Provide call format for notes; decide who discusses which part
  - e. Use call format as basis to identify strengths & weaknesses

- f. Request permission to do reference checks
  - g. Verbally report results of conference call at Screening Committee meeting
7. Reference Checks
- a. At least two persons check each candidate
  - b. “Read between the lines”
  - c. Verbally report reference check calls to Screening Committee meeting
8. Decision to invite candidate
- a. Review conference call report
  - b. Review reference check report
  - c. Review written materials
  - d. Incorporate strategy (how many candidates, which mix, what skills, etc)
  - e. Rank / vote on candidates
  - f. Chair and Dean review and Dean approves
  - g. Determine what type of presentation is appropriate
9. Coordination of candidate visit
- a. Provide materials to Provost (copy of transcript, vitae, letter of interest) and other materials
  - b. Schedule Chair, Dean, Provost
  - c. Make hotel reservations & coordinate presentation rooms
  - d. Chair and Dean should be available for presentations. Approve
  - e. Prior day Dinner & same-day Breakfast for familiarization of candidate
  - f. Lunch for visibility to all colleagues
  - g. Equipment for presentation
  - h. Arranges taxi to airport
10. After-action (same day)
- a. Candidates submit all bills (taxi, air, other) for processing
11. Faculty meet to vote to recommend, or not (at least 24 hours later)
- a. Strengths and weaknesses report format
  - b. EEO Closeout
  - c. Chairs write recommendation, with input from faculty
  - d. Faculty review (either individually or as a group) input from chair.

## **Appendix B: Sample A & P Hiring Procedure Checklist**

1. Hiring Agent develops position description, gets position approved, writes job announcement and develops and initiates the advertising/recruitment plan – all in conjunction with the Affirmative Action Officer.
2. Hiring Agent assigns a staff person to support the hiring process. This person will be responsible for copying application materials, reserving rooms, scheduling committee member review appointments and interviews, making hotel reservations, etc.
3. Hiring Agent forms the Screening Committee and either selects a Chair or assigns the committee the task of selecting a Chair.
4. Hiring Agent, or designee, receives and prepares applications for Hiring Agent file and copies for review by the Screening Committee. Acknowledgment of receipt of materials is sent via letter or e-mail. Information is included regarding completion and return of the Affirmative Action Applicant Survey Form.
5. Initial screening
  - Staff arranges an office space in which materials can be reviewed by committee members.
  - Hiring Agent announces that applications are available for committee review.
  - Committee members schedule a time to review applications by contacting designated staff.
  - When committee members come to review applications, they receive their copy of screening form with candidate names. Committee members should take their copy of the screening form with them but should not remove any application materials.
6. Screening Committee Chair convenes the committee to assemble ratings and identify semi-finalists.
7. Staff schedules preliminary telephone interviews at the convenience of the candidate and the majority of the Screening Committee, reserves space for the interviews, arranges speaker phone, etc.
8. Committee conducts preliminary interviews that include standard questions developed by the committee and follow-up questions as appropriate.

9. When all preliminary interviews are complete, the Screening Committee Chair convenes the Screening Committee to review candidate responses and to select finalists for reference checks.
  - At least two members of the Screening Committee should be present for reference check calls.
  - See Step 11, page 9 for guidance in developing reference check questions.
10. Screening Committee Chair convenes committee.
  - Review reference check results and make final decisions to invite candidates to campus.
  - Define campus visit agenda, including private interviews with the president, vice-president or other administrators, committee interviews, open sessions, presentations, etc. as appropriate.
  - Primary hosts for campus visits are assigned.
11. Coordination of candidate visit is handled by staff.
  - Staff will make hotel reservations and reserve campus rooms as needed.
  - Candidates should schedule their own transportation to Chicago, if needed. Staff should discuss reimbursement procedures with each candidate. Candidates submit all bills (taxi, air, other) to staff.
  - Staff will arrange transportation to and from hotel, campus and airport.
12. Screening Committee Chair convenes committee.
  - Review strengths and weaknesses of all candidates
  - Discuss report format
  - Committee members give to Screening Committee Secretary all documents in their possession that are related to the search, including their rating sheets, notes taken during interviews and reference checks, etc.
13. Screening Committee Chair writes strengths and weaknesses report and forwards it to the Affirmative Action Officer and the Hiring Agent.
14. If an appropriate candidate is found, the Hiring Agent will offer employment.

# Appendix C: Faculty/A&P Position Authorization Request Form



## FACULTY AND A&P POSITION AUTHORIZATION REQUEST

FILL OUT WHITE AREAS ONLY. FORWARD FOR ALL REQUIRED SIGNATURES & SUBMIT COPIES TO THE BUDGET OFFICE/CONTROLLER S OFFICE.

ACCOUNT NAME																
ACCOUNT NUMBER CHARGED:	1	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:5%; text-align:center;">1</td> <td style="width:5%; text-align:center;">1</td> <td style="width:5%; text-align:center;">2</td> <td style="width:5%; text-align:center;">1</td> </tr> </table>	1	1	2	1	PERCENT APPOINTMENT _____ %									
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	2	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:5%; text-align:center;">1</td> <td style="width:5%; text-align:center;">1</td> <td style="width:5%; text-align:center;">2</td> <td style="width:5%; text-align:center;">1</td> </tr> </table>	1	1	2	1	_____ %									
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PCN (UNLESS NEW)	REQUESTED BEGIN DATE <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:5%; text-align:center;">M</td> <td style="width:5%; text-align:center;">M</td> <td style="width:5%; text-align:center;">D</td> <td style="width:5%; text-align:center;">D</td> <td style="width:5%; text-align:center;">Y</td> <td style="width:5%; text-align:center;">Y</td> </tr> </table>		M	M	D	D	Y	Y	END DATE IF NOT CONTINUING <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:5%; text-align:center;">M</td> <td style="width:5%; text-align:center;">M</td> <td style="width:5%; text-align:center;">D</td> <td style="width:5%; text-align:center;">D</td> <td style="width:5%; text-align:center;">Y</td> <td style="width:5%; text-align:center;">Y</td> </tr> </table>	M	M	D	D	Y	Y	TERM
M	M	D	D	Y	Y											
M	M	D	D	Y	Y											
REPORT TO DEPARTMENT NAME AND NUMBER			SUPERVISOR S PCN													
NO. OF DEPT. EMPLOYEE WILL WORK IN	P R O P O S E D BUILDING      ROOM NO.      PHONE EXT.		SECOND EXTENSION      MAILING DEPT.													
CLASS CODE	CLASS SUFFIX	ASSIGNMENT CODE	ADMIN. TITLE CODE      FTE MONTHLY SALARY													
POSITION CREATE DATE	SEARCH & SCREEN CHECK ONE: <input type="checkbox"/> YES <input type="checkbox"/> N/A	TYPE OF REQUEST - CHECK ONE: (CHECK IF APPLICABLE) <input type="checkbox"/> CONCURRENT / ACTING REPLACEMENT														
TYPE OF POSITION - CHECK ONE: <input type="checkbox"/> TENURE TRACK FACULTY <input type="checkbox"/> TEMPORARY FACULTY <input type="checkbox"/> STATUS A&P <input type="checkbox"/> TEMPORARY A&P <input type="checkbox"/> DEPT. CHAIR		<input type="checkbox"/> NEW POSITION <input type="checkbox"/> REPLACEMENT POSITION <input type="checkbox"/> GRANT RENEWAL														
		CURRENT / PROPOSED TITLE	NAME OF PERSON BEING REPLACED													
APPROVALS			DISTRIBUTION:  WHITE - HUMAN RESOURCES YELLOW - HIRING DEPARTMENT AFTER PROCESSING PINK - BUDGET/CONTROLLER S OFFICE GOLD - AFFIRMATIVE ACTION													
SIGNATURE OF UNIT HEAD		DATE														
SIGNATURE OF DEAN OR DIVISION HEAD		DATE														
SIGNATURE OF AREA EXECUTIVE OFFICER		DATE														
SIGNATURE OF PRESIDENT (FOR NEW POSITIONS)		DATE														
SIGNATURE OF DIRECTOR OF HUMAN RESOURCES (A&P POSITIONS ONLY)		DATE														
SIGNATURE OF BUDGET DIRECTOR / CONTROLLER		DATE														
<b>BUDGET TRANSFER</b>																
IF INSUFFICIENT FUNDS ARE BUDGETED OR FORM IS RETURNED, FISCAL AGENT PROVIDING FUNDS MUST INITIAL "FROM" BOX BELOW PRIOR TO RESUBMISSION TO BUDGET/CONTROLLER S OFFICE.																
TRANSFER NO.	TRANSFER CODE	REASON FOR REQUEST														
	AMOUNT	ACCOUNT NUMBER	PCN													
FROM																
FROM																
TO																

## Appendix D.1: Sample Descriptions of the University

The Hiring Agent should work with the Office of Public Relations to obtain the latest information included in the Description of the University. Below are two samples formats that can be used.

### Sample #1

Northeastern Illinois University is a global university located in Illinois' most international city, Chicago. With over 80 undergraduate and graduate majors, Northeastern is both comprehensive and international.

Northeastern is the most diverse university in the Midwest, according to *U. S. News and World Report* rankings. The University is also highly ranked nationally for its graduation rate of minority students. These statistics highlight a key component of the University's educational philosophy: learning from and working with people of different backgrounds is essential preparation for life in an increasingly multi-cultural world.

Northeastern is likewise committed to being a "student centered" university that helps its students succeed in school and in life. And it is committed to offering a high quality, affordable education through low tuition and financial aid for both full- and part-time students.

### Sample #2

#### Overview

- Northeastern Illinois University is a fully accredited, non-residential, public university serving approximately 12,000 students.
- NEIU is the only four-year public university in Illinois that is designated by the federal government as an Hispanic Serving Institution.
- NEIU's tuition and fees are among the most affordable of the Illinois public universities. A Tuition Guarantee Program assures students the same tuition rate for four years, making the cost of education stable and predictable.

#### Setting

- The main campus is located in a quiet residential neighborhood eight miles northwest of downtown Chicago.
- 18 modern buildings include a state-of-the-art library, student union, fine arts building housing both academic and performance space, and a physical education complex.

- Northeastern Illinois University-El Centro campus provides educational, career, and cultural opportunities primarily to the Latino community. In operation since 1968, NEIU-El Centro makes available the general education program of the University to students who are interested in taking classes primarily during the evening hours and/or on the weekends.
- CTC – Since its founding in 1978, the College of Education’s Chicago Teachers’ Center has been an innovator in developing programs to improve urban education in Chicago schools through collaborative partnerships. The Center makes its wide array of resources and programs available to teachers, university students, and to the general public.
- CCICS – Established in 1966, The Jacob H. Carruthers Center for Inner City Studies demonstrates the University’s urban tradition of education, research and service. The curricular thrust of the undergraduate and graduate programs is to prepare those who work and live in the inner city to understand and act upon the expressed interests of residents of the inner city and to participate fully in the richness of the African and African American cultures.
- Lake County– Northeastern Illinois University participates in the Lake County Multi-University Center. The Center combines the resources of participating Illinois colleges and universities to increase the offering of educational opportunities to a varied and diverse audience. Multi-University coordinates and delivers quality education to the citizens and corporations of Lake County by presenting an assortment of formats at multiple locations which take into account the importance of learning and technology.

#### Student Population

- Northeastern Illinois University is the most ethnically diverse university in the Midwest, based on *U.S. News and World Report* rankings.
- Students from 109 different countries attended classes in the fall of 2006.
- 43% of undergraduates are Caucasian, 29% Hispanic, 11% African-American, 11% Asian

#### Academics

- Northeastern offers 37 undergraduate programs.
- NEIU is number one in the State of Illinois in the preparation of teachers who are Hispanic.
- NEIU is one of the top 25 colleges and universities for Hispanics in the United States, according to *Hispanic Magazine*.
- Average class size is 24 and the student-to-faculty ratio is 16 to 1.
- 78% of undergraduate classes are taught by full-time faculty.

## **Appendix D.2: Sample Information About a Department**

It is usually helpful for the Hiring Agent or designee to summarize information about the hiring department to better prepare the Screening Committee for questions that candidates may ask. In addition, the sharing of this information among individuals that will be in contact with candidates will help assure that consistent information is given to candidates. The following is a sample departmental briefing provided by an academic department.

### **Sample Departmental Overview**

#### **Management & Marketing Department**

##### **INFORMATION ABOUT NEIU / COLLEGE / DEPT**

###### ***NEIU CHARACTERISTICS (See Appendix D)***

###### ***COLLEGE / DEPARTMENT CHARACTERISTICS***

1. Two departments: ABF; Mngt-Mktg.
2. Advisory Board
3. Internship program
4. Faculty Assembly

###### ***STRENGTHS***

1. Diversity: country, ethnicity, racial, age, sex, employed or not
2. Location: NW side of Chicago; opportunities for research and consulting
3. Faculty collegiality
4. Pursuing AACSB accreditation as if in candidacy (candidacy no longer exists). Of more than 40 schools in Chicago area that offer programs in Business, 7 are AACSB accredited. Hope to apply in about 3 years.
5. Library
6. Technology (in office; library; smart classroom; distance learning)
7. Faculty seminars with local industry (e.g. Motorola)
8. COBM enrollment up in double digits the last few years; University is up 3%.

###### ***TEACHING***

1. Class size: approximately 30.
2. Teaching load: Current teaching load is 7 courses (4/3). However, with our current research course load policy, only one or two faculty members have such load. Most have a 3/3 load, or a 3/2 load, depending on research productivity. A new contract is being written right now. While it is not guaranteed, it is reasonable to expect future teaching loads of 3/3 or 3/2, depending on research productivity.
3. Schedule:
  - a. MWF day, TR day, MW day, TR night, Sat.
  - b. Teach both day and night classes, occasionally a Sat. class
  - c. Usually two or three preps per semester
  - d. Summer teaching: usually available (depending on demand)

***RESEARCH***

1. Is expected because it is very important for our accreditation efforts
2. (If Asked)
  - a. counts when in press or accepted
  - b. current work in progress acceptable if has NEIU name on the publication

***SERVICE***

1. Proactive service to the Department, College and University are expected.
2. Community and professional service is accepted also.

***SALARY***

1. 9-month contract
2. Salary matters are discussed/negotiated with the Dean.
3. Competitive (with schools like ours) – hired 5 new faculty 2 years ago. – searching for 3 this year.

***GENERAL SUMMARY QUESTION ABOUT NEIU, etc.***

Is there anything else you want to know about us?

## Appendix E: Job Announcement Options

Solicit the assistance of national and state associations representing the interest of minority higher education in the United States that include, but not limited to:

- National Association for Equal Opportunity in Higher Education (NAFEO) representing the 118 historically black colleges and universities (<http://nafeo.org/home.php>);
- Hispanic Association of Colleges and Universities (HACU) representing more than 450 colleges and universities (<http://www.hacu.net>);
- American Indian Higher Education Consortium (AIHEC) representing 34 Tribal Colleges in the United States and Canada ([www.aihec.org](http://www.aihec.org));
- Illinois Committee on Black Concerns in Higher Education ([www.icbche.org](http://www.icbche.org));
- Illinois Latino Council on Higher Education ([www.ilache.com](http://www.ilache.com)); and
- Diversifying Higher Education Faculty in Illinois whose purpose is to increase the number of underrepresented faculty and staff in Illinois institutions of higher education ([www.dfi.siu.edu](http://www.dfi.siu.edu)).

Other sites posting job announcements in higher education:

- The Chronicle of Higher Education (<https://careers.chronicle.com/webbase/index.jsp>)
- Council for the Advancement and Support of Education, ([www.case.org](http://www.case.org))
- Higher Ed Jobs.com ([www.higheredjobs.com/employers/default.cfm](http://www.higheredjobs.com/employers/default.cfm))

## **Appendix F: Criteria for Interview Questions**

Care must be taken to avoid asking inappropriate questions in the course of an interview. The federal Equal Employment Opportunities Commission has made it clear that certain questions or phrases are unacceptable. The test is whether these questions or phrases can be interpreted as (a) soliciting information not pertinent to the person's ability to perform the job and (b) seeking information that could be used to discriminate against the applicant on the basis of race, color, religion, age, sex, national origin, sexual preference, or ability/disability.

The Screening Committee may wish to set aside a block of time for the candidate to meet informally in an open meeting with faculty, staff, and students. (Time should also be provided for the candidate to have time alone during the scheduled visit.) Such occasions are intentionally unstructured so that candidate and constituents can become better acquainted. It is in precisely these situations that care must be taken to avoid asking questions or making comments that relate to race, the derivation of one's name, ethnic origin, religion, marital status, sexual orientation, age, political affiliations, or other personal matters. Such questions are in violation of law.

Following are two sets of information: 1) examples of acceptable questions for faculty hiring (Note that these questions are based on hiring faculty and would need to be modified for the hiring of A & P employees); and 2) a list of acceptable and unacceptable inquiries which was developed using sources such as EEOC and the Illinois Department of Human Rights.

### ***INITIAL GENERAL QUESTIONS***

1. If ABD
  - a. What is your current status?
  - b. When do you expect to finish?

### ***TEACHING***

1. What courses have you taught?
2. What do you prefer to teach?
  - a. First priority
  - b. Second priority
  - c. Could and would be willing to teach if needed
  - d. Any other courses not currently offered by the Department that you would be interested in teaching?
3. How do you teach? What is your style of teaching?
4. Use of computer technology for teaching (in and out of classroom)?

### ***Summary Question:***

We want good teachers. What can you tell us that would lead us to believe you are a good teacher?

### ***RESEARCH***

1. What are your areas of research interest? Anything published or accepted for publication?
2. What is in pipeline? At what stage?

**Summary Question:**

We do need faculty who can do research and publish. What can you tell us that would lead us to believe that you both can and will do research leading to publication?

**SERVICE**

1. What has been your record of service?
2. What has been your involvement with academic or practitioner societies?

**BUSINESS EXPERIENCE (if any)**

What have you learned from your business experiences that can help you in teaching or research?

**CONCLUDING GENERAL QUESTIONS**

1. What are you looking for in a University and your role within that University?
2. Why are you interested in NEIU?
3. Is there anything else you would like ask or tell us about yourself?

**I. Relating to Gender, Marital Status, Sexual Orientation and Associated Stereotypes**

**ACCEPTABLE INQUIRIES**

Long and short-range career goals and how this job fits in

Ability to meet specific work schedules and any activities, commitments or responsibilities which would prevent regular attendance at work

Other names under which applicant has worked in order to verify employment history

Ability to meet travel requirements

**UNACCEPTABLE INQUIRIES**

Marital Status

Number of dependents

Plans to start a family

Birth (maiden name)

Age of children

Child care arrangements

Pregnancy of applicant

Spouse's name, occupation and/or salary

Preferred address (Ms., Mrs., Miss.)

Relationship to person with whom applicant resides

## **II. Relating to Age or Religion**

### **ACCEPTABLE INQUIRIES**

Date of birth, for record keeping purposes after employment

Years of experience in discipline

Ability to meet specific work schedules (NEIU must make reasonable accommodation of requests for time off)

If a minor, proof of age in form of work churches or permit fraternal

### **UNACCEPTABLE INQUIRIES**

Age of applicant

Status as Social Security or pension recipient

Inquiry as to religious affiliation or denomination, or observance of religious holidays

Membership in clubs, lodges, organizations

## **III. Relating to Race or National Origin**

### **ACCEPTABLE INQUIRIES**

Languages read, written or spoken fluently (only if required/preferred in job description)

Legal right to work in this country (i.e. citizen or processor of 1-94 or 1-151 card authorizing employment)

Present address and length of time resided in city or state

Conviction record may be questioned to determine whether the candidate is appropriate for the job, given the nature and date of the offense

Post employment, it is acceptable to ask for name and address or person to be contacted in an emergency

### **UNACCEPTABLE INQUIRIES**

Race or color

Color of hair, skin, eyes

Birthplace or citizenship or applicant or relatives

Membership in clubs, lodges, churches or permit fraternal organizations

Submission of photograph prior to employment

Native language(s) spoken by parents or relatives; languages(s) spoken at home.

Credit rating

Name and address of nearest relative

Arrest record

Name or relationship of person with  
Whom applicant resides

#### **IV. Relating to Disability/Handicap or Veteran's Status**

##### **ACCEPTABLE INQUIRIES**

Any conditions that would prevent performance of job responsibilities (with or without reasonable accommodation). Voluntary identification of disability must be stressed, since this question should be asked of all candidates and the condition not be a visible one).

If applicant identifies a disability, what accommodations might NEIU make in order for you to perform safely? (post employment only)

Military experience in U.S. armed forces including dates and relevant job training (post employment only)

Awareness of the option for self-identification as a disabled veteran or Vietnam era veteran, for inclusion in the Affirmative Action Plan

Current use of illegal drugs; may state NEIU drug/alcohol policy

##### **UNACCEPTABLE INQUIRIES**

Inquiries about disabilities

Personal medical history prior to employment

Date, condition, type of military discharge received

Branch of military served in

Draft classification

Military experience outside of U.S.

Prior workers compensation claims (may ask about post employment only)

How an applicant received a visual disability

Whether time off will be required from work for medical treatment

## Appendix G: Sample Letters

### G.1 Acknowledgement Letter

*The letter should include information about the Screening Committee's timeframe, since candidates are always anxious to know when they will be hearing about their status.*

Dear ---:

We have received your application for the \_\_\_\_\_ position at Northeastern Illinois University. Thank you for your interest in our University.

The Screening Committee will inform you as the process proceeds. We would appreciate you completing the Affirmative Action Applicant Survey Form and returning it to the Affirmative Action Office. [Explain how this is to be accomplished, through either an enclosed paper copy or electronically.]

Please note that, unless you request confidentiality in writing, information regarding the applicants and nominees must be released upon request.

Sincerely yours,  
(Name)  
Screening Committee Chair

### G.2 Invitation to Apply

Dear ---:

I am pleased to inform you that your name has been recommended as a possible candidate for the position of \_\_\_\_\_ at Northeastern Illinois University. Please find enclosed a position description together with an invitation to apply for the position.

Please let us know, no later than (date), whether or not you wish to be considered for the position. In addition to your letter of interest, please provide a (copy of your resume, and/or x names/reference).

We look forward to hearing from you. If you have any questions, please do not hesitate to contact me at (phone number).

Sincerely yours,  
(Name)  
Screening Committee Chair

### G.3 Acknowledgement of Nomination

Dear ---:

Thank you for nominating [insert candidate's name] for the position of \_\_\_\_\_ at Northeastern Illinois University. We are providing application materials to the nominee.

Thank you for your willingness to assist Northeastern Illinois University in its recruitment process.

Sincerely yours,  
(Name)  
Screening Committee Chair

### G.4 Confirmation to Interviewees

Dear ---:

We are pleased to invite you to an on-campus interview at Northeastern Illinois University.

The interview is scheduled for (date) from (start time) to (end time). Please come to room XX in the (building) where the interview process will begin. A campus map (and temporary parking permit) is enclosed. Your interview schedule is enclosed. On the date of your interview we have scheduled several activities that require your participation. (Example, Presentations, etc.) (Include schedule.)

(If required.) Accommodations for you are at \_\_\_\_\_ hotel. Please make your own plane reservations, and we will reimburse you.

If you have any questions, please contact me. The members of the University community look forward to meeting you.

Sincerely yours,  
(Name)  
Screening Committee Chair

### G.5 Rejection Letter

Dear ---:

Thank you so very much for your interest in Northeastern Illinois University.

We regret to inform you that you have not been selected for the position.

We certainly wish you the best in your future endeavors.

Sincerely yours,  
(Name)  
Screening Committee Chair

# Appendix H: Affirmative Action Application Survey Form



## APPLICANT SURVEY FORM

Dear Applicant:

In order to fulfill various state and federal reporting requirements and to monitor the success of our voluntary Affirmative Action program, the University is required to collect and maintain certain data on all applicants for employment. We therefore ask you to complete this brief questionnaire. Please return it separately to the Affirmative Action Office. **DO NOT RETURN IT TO THE DEPARTMENT IN WHICH YOU ARE SEEKING A POSITION.** We are grateful to you for assisting us by returning this form. Thank you very much!

Sincerely yours,

Affirmative Action Office

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE OF POSITION APPLIED FOR: \_\_\_\_\_

DEPARTMENT IN WHICH POSITION IS LOCATED: \_\_\_\_\_

I learned about this position from the following source(s):

\_\_\_\_\_  
\_\_\_\_\_

**ETHNIC DATA:** (These categories have been developed by the Federal government in order to provide for the collection and use of compatible, non-duplicated racial and ethnic data by federal agencies. )

American Indian or Alaskan Native       White, not of Hispanic origin  
 Asian or Pacific Islander               Hispanic  
 Black not of Hispanic origin

SEX:  F       M

PHYSICAL/MENTAL DISABILITY:      ( ) NO      ( ) YES  
DISABLED VETERAN:                      ( ) NO      ( ) YES  
VIETNAM ERA VETERAN:                  ( ) NO      ( ) YES

NOTE: This information will be used only for the purpose of monitoring the success of our voluntary Affirmative Action Plan. We request this information on a voluntary basis. The information you provide will be kept confidential in accordance with the ADA, refusal to provide it will not subject you to any adverse treatment, and it will be used only in accordance with the ADA.

Please fold this form and staple or tape it with the address exposed. **DO NOT RETURN WITH COMPLETED APPLICATION FORM.**

Northeastern Illinois University is an Affirmative Action Employer

## Appendix I: Conducting Reference Checks

You may not ask questions of a reference which you are not permitted to ask of the candidate at an interview. It is the prospective employer's obligation to investigate, not the previous employer's obligation to reveal information. Below are sample reference check questions related to a faculty search. These questions would need to be modified for an A & P search.

**Candidate** \_\_\_\_\_

**Call to** \_\_\_\_\_

**Date/Time of Call** \_\_\_\_\_

**NOTE: Some information may already be in the candidate's folder.**

- I. In what capacity have you know the candidate? How Long?
- II. How would you evaluate the candidate current capabilities and potential?
  - A. Teaching
  - B. Research
  - C. Service
- III. How would you evaluate the candidate?
  - A. As a student of yours
  - B. As a colleague
- IV. What do you see to be the candidate's:
  - A. Relative interests in research and teaching
  - B. Primary areas of teaching interest
  - C. Primary areas of research interest
- V. What do you see to be the candidate's:
  - A. Strengths
  - B. Limitations
- VI. If you could choose one thing to say about this candidate, what would it be?
- VII. What else should we know about this candidate?

Is there any thing else you want to tell us about this candidate?

## Appendix J: Sample Candidate Presentation Evaluation

Date \_\_\_\_\_ Time \_\_\_\_\_

Name of Candidate \_\_\_\_\_

Title of Presentation \_\_\_\_\_

Please evaluate the following items on a scale of 1 (low) to 5 (high).  
Completely fill in the circle.

	1	2	3	4	5
1. Speaker seemed comfortable with <u>electronic media</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Speaker spoke <u>clearly and understandably</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Speaker <u>gestured effectively</u> and made <u>eye contact</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. <u>Transitions</u> between topics was clear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Content of this presentation was <u>interesting</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Presentation <u>motivated me</u> to do my best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Speaker showed <u>enthusiasm</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My <u>overall rating</u> of this presentation is	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. What were the positive features of this presentation?					
10. What were the negative features of this presentation?					
11. Other comments					

## **Appendix K: Authoritative References Prohibiting Discrimination and Harassment**

Northeastern Illinois University affirms its moral and ethical responsibility to ensure equal opportunity in the workplace and in the classroom. The University is committed to the principles of equal opportunity, nondiscrimination and affirmative action. University programs, activities and facilities are available to all without regard to race, color, gender, religion, creed, national origin, political persuasion, sexual orientation, marital status, physical condition or age. The University is an Affirmative Action, Equal Opportunity Employer. Equal access to employment opportunities, admissions, educational programs, and all other University activities are extended to all persons, and the University promotes equal opportunity through a positive and continuing affirmative action program.

Statutes, executive orders, and regulations do not, however, automatically ensure equity and equality in employment. That can only be achieved by the full and enthusiastic support of the ideals and goals of affirmative action by all members of the University community. Ultimately, the entire University community has ownership of affirmative action.

Numerous federal and state laws and executive orders prohibit discrimination of various types in the workplace and provide a legal basis for the goals of both equal employment opportunity and affirmative action. Below is a summary of some of the more relevant laws and executive orders. *(Please note that the following is a summary of equal opportunity laws and executive orders currently in force. As such, it is not meant to be definitive or comprehensive, and persons seeking complete information in any of the areas discussed should consult the Affirmative Action Officer at Northeastern Illinois University.)*

1. Title VI of the Civil Rights Act: As amended, Title VI, 42 U.S.C. § 2000d et seq., was enacted as part of the landmark Civil Rights Act of 1964. It prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance.
2. Title VII of the Civil Rights Act of 1964: Title VII of the 1964 Civil Rights Act, as amended, and Executive Order 11246, as amended, prohibit discrimination in employment on the basis of race, color, religion, sex, or national origin. In addition, Executive Order 11246 requires certain federal contractors to take affirmative steps to ensure equality of opportunity in all aspects of employment. The Civil Rights Act of 1991 expanded the relief available to employees found to be victims of intentional discrimination based on religion, sex, national origin, or physical or mental disability. The 1991 Act gives plaintiffs seeking redress for intentional discrimination under Title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act, the right to demand a trial by jury and to recover compensatory and punitive damages.

1. Title IX of the Education Amendments of 1972: Title IX of the Educational Amendments of 1972 is the landmark legislation that bans sex discrimination in schools, whether it is in academics or athletics. Title IX states: "No person in the U.S. shall, on the basis of sex be excluded from participation in, or denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal aid."
2. Executive Order 11246: This Order prohibits certain federal contractors and subcontractors from employment discrimination based on race, color, sex, religion, or national origin. No person may be denied employment or related benefits on grounds of his or her race, color, religion, sex, or national origin. The order also requires that employers take affirmative action to hire and promote underrepresented groups. Among those covered by the Executive Order are contractors and subcontractors who conduct over \$10,000 in government business, have government bills of lading in any amounts, serve as federal depositories, or act as issuing and paying agents for U.S. Savings Bonds and Notes. The equal employment obligations of federal contractors apply to all employment by a contractor and are not limited to employment associated with the receipt or use of federal funds.
3. Equal Pay Act of 1963: As amended, this act prohibits discrimination in salaries (including almost all fringe benefits) on the basis of gender. More specifically, the act prohibits employers with four or more employees from paying unequal wages to men and women for doing the same or substantially similar work, requiring equal skill, effort, and responsibility, under similar working conditions for the same employer in the same county, except if the wage difference is based upon a seniority system, a merit system, a system measuring earnings by quantity or quality of production, or factors other than gender.
4. Age Discrimination in Employment Act of 1967: This act prohibits discrimination against applicants and employees who are 40 or more years of age. It is an unlawful employment practice for a covered employer "to fail or refuse to hire or to discharge any individual or otherwise to discriminate against any individual with respect to his compensation, terms, conditions or privileges of employment, because of such individual's age." 29 U.S.C. §623(a). Additionally, employers are not permitted to limit, segregate or classify employees in ways which would negatively affect their employment status because of age. Employers may not reduce the wage rate of any employee because of age.
5. Age Discrimination Act of 1975: This act prohibits age discrimination in the delivery of federal or federally-assisted services and benefits. Such programs may include health services, educational programs, housing, welfare, food stamps, and rehabilitation programs.
6. Vietnam-Era Veterans Readjustment Assistance Act of 1974: This act prohibits discrimination in employment practices (including hiring, upgrading, demotion or transfer, recruitment, layoff or termination, rate of pay, or other forms of compensation and selection for training) on the basis of being either a disabled veteran or a veteran of the Vietnam era.
7. Section 503 of the Rehabilitation Act of 1973: As amended, this act sets affirmative action obligations of federal contractors and subcontractors with

- respect to employees and for the advancement in employment of persons with disabilities.
8. Section 504 of the Rehabilitation Act of 1973: This Act prohibits discrimination against an otherwise qualified individual with a disability by any program or activity that receives federal financial assistance. Section 503 of that Act further requires certain federal contractors to provide for the employment and advancement of qualified workers with disabilities. In 1990, Congress enacted the Americans with Disabilities Act (“ADA”), a bill that prohibits private employers with 15 or more employees from discrimination against disabled individuals. The ADA expands the protections available to persons with disabilities, and prohibits discrimination against the disabled in employment (Title I) and public accommodations and services (Title III).
  9. The Retirement Equity Act of 1984: This act is designed to provide greater pension equity for women and for all workers, their spouses, and dependents by taking into account changes in work patterns and in the status of marriage (child care leave) as an economic partnership.
  10. Americans with Disabilities Act of 1990: This act defines the civil rights of individuals who have disabilities; and prohibits discriminatory practices, policies, and customs in the exercise of those rights.
  11. The Immigration Reform and Control Act of 1986 (“IRCA”): This Act makes it unlawful for an employer in hiring, discharging or recruiting to discriminate against any individual who is authorized to work in the United States because of that individual’s national origin or, if the individual is a “protected individual” as defined by the Act, because of that individual’s citizenship status. Under anti-discrimination provisions enacted as part of the Immigration Act of 1990, additional unfair immigration-related employment practices are prohibited. Northeastern Illinois University employment policies and procedures are consistent with these provisions of the Immigration Act (IRCA).
  12. The Illinois Human Rights Act: This Act prohibits unlawful discrimination in employment, housing, public accommodations, and financial credit. The act specifically prohibits sexual harassment of students in higher education.