

# **Michigan Tech Hiring Guide**

## **For Staff and Faculty**

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# Michigan Tech Staff Employment Process Checklist

(You can also refer to the [Hiring](#) Guide or contact Human Resources at any time.)

This document is available at

<http://www.admin.mtu.edu/hro/forms/MTUStaffEmploymentProcessChecklist3-30-06.pdf>

## **Posting Process**

### **1. Complete Position Approval Form (blue memo – print on blue paper)**

Available at <http://www.admin.mtu.edu/hro/forms/posauthformjuly07.pdf>

Obtain appropriate signatures.

Forward completed form to Human Resources.

### **2. Develop job description**

Department needs to determine:

- Essential duties and responsibilities

Human Resources will determine:

- Appropriate classification level
- Education and/or Experience (required and desirable)
- Other Skills and Abilities (required and desirable)

### **3. Develop job posting/Determine advertising needs**

Determine what applicants need to include with their application (resume, cover letter, reference contact information, etc.) – application available at

<http://www.admin.mtu.edu/hro/forms/applicregmay05.pdf>

Complete job description will be posted on Human Resource web site (available at

<http://www.admin.mtu.edu/hro/postings/index.shtml>)

Job will be posted in *Tech Today*

**ALL** external advertisements must be approved by both Human Resources and Affirmative Action Office. (See NOTE below.) Resources are available at

<http://www.admin.mtu.edu/aao/adv.htm#advertising>)

To encourage a diverse pool of applicants, consider an alternative to the traditional AA/EEO statement. Examples can be found at <http://www.admin.mtu.edu/aao/adv.htm#writing>

**NOTE:** (1) If advertising externally where payment is required, **complete Purchase Requisition** and send to Purchasing with copy of the advertisement prior to running the ad. (2) If advertising on a free web site or email group where there is not charge, submit ad copy to Human Resources for approval prior to running the advertisement.

## **Screening of Application Materials/Interview Process**

### **4. Form diverse search committee** (if appropriate)

Resources available at <http://www.admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf>

### **5. Develop interview questions and submit to Human Resources. Interview questions (whether for phone or in-person interviews) MUST be reviewed by Human Resources prior to the interview.**

Guide to Conducting Interviews (available at

<http://www.admin.mtu.edu/hro/forms/guidetoconductinginterviews1-2005.pdf>)

What You Can and Can't Ask (available at

<http://www.admin.mtu.edu/hro/forms/whatyoucanandcantasklongversion8-12-04.pdf>)

### **6. Develop criteria for moving candidates through the process (required and, if applicable, desirable) based on duties and position requirements from the job description.**

Remember that you will need to document any decisions made about candidates, either from further examination of applications, resumes, or cover letters or interviews (phone or in-person). Additional information is available at

<http://www.admin.mtu.edu/hro/forms/developingselectioncriteria.pdf>

## Employment Process Checklist (continued)

### 7. **Human Resources forwards applications**

Human Resources will forward all applications to the department.

### 8. **Determine candidates to move forward in process**

Department needs to notify Human Resources which applicants will be interviewed prior to interviews taking place. Continue documentation of any interactions the committee and/or department has with candidates that will be used in the decision-making process.

### 9. **AA checkpoint**

AA may contact department to discuss/review interview list

### 10. **Department conducts interviews using questions approved by Human Resources**

#### 11. **Reference checks**

- Human Resources conducts reference checks at department's request **OR**
- Department conducts reference checks using questions reviewed by Human Resources (contact HR for additional information). Additional information is available at <http://www.admin.mtu.edu/hro/forms/checkingreferences.pdf>

## **Selection/Making the Offer/Completion of Hiring Process**

### 12. **Candidate selection**

- Following selection of a preferred candidate, department sends completed **Staff Hiring Activity Record** (<http://www.admin.mtu.edu/aao/aapro.htm#SHAR>) to Affirmative Action Office
- Applicant Flow Log** (resources at <http://www.admin.mtu.edu/aao/aapro.htm#AFL>)
  - Hiring department completes for *non-exempt or exempt positions* for all applicants.
  - Human Resources completes for *non-exempt positions* when the Human Resource Office provides the department with screening service and sets up the interviews and for *exempt positions* when the Human Resource Office provides the department with screening service and sets up the interviews and is informed of all applicants that applied directly through the department.

### 13. **Affirmative Action Office reviews hiring documentation**

### 14. **Human Resources reviews hiring documentation**

### 15. **Department is notified of approvals or, AAO or HR may request additional information**

### 16. **Offer made to preferred candidate**

- Exempt positions – department makes verbal offer. Department needs to confirm details of the offer (salary, shift, start dates, probation, etc.) and provide information to Human Resources. Human Resources sends letter of tender.
- Non-exempt positions – Human Resources makes offer for union positions; for non-represented positions, department makes the offer

**NOTE:** If selected candidate declines the offer, department must notify Human Resources to determine next steps.

### 17. **Legal paperwork**

- ♦ New employee reports to Human Resources on or before their first scheduled day of work to complete paper work.
- ♦ Documentation needed – picture ID and Social Security Card; work authorization (if applicable).
- ♦ Benefit orientation will be scheduled at this time (if applicable).

## Who's Responsible for What in the Staff Hiring Process

<b>Step in process/Document required to complete step</b>	<b>Department responsible</b>	<b>Department works with/seek approval from Human Resources</b>	<b>Human Resources responsible</b>	<b>Affirmative Programs responsible</b>
1. Complete Position Approval Form/ <b>blue memo</b>	<b>XXX</b>			
2. Develop job description/ <b>completed job description</b>	<b>XXX</b> working with Human Resources	<b>XXX (contact)</b>		
3. Develop job posting/determine appropriate advertising for position/ <b>approved advertisement</b>	<b>XXX</b> working with Human Resources (HR <b>must</b> approve <b>all</b> advertisements)	<b>XXX (work with/seek approval)</b>		
4. Form diverse search committee (if appropriate)	<b>XXX</b>			
5. Develop interview questions/ <b>interview questions</b>	<b>XXX</b> working with Human Resources	<b>XXX (work with)</b>		
6. Develop criteria for moving candidates through the selection process/ <b>selection criteria</b>	<b>XXX</b> – send selection criteria to HR	<b>XXX (work with)</b>		
7. HR forwards applications to department			<b>XXX</b>	
8. Determine candidates to move forward in process	<b>XXX</b> – notify HR which applicants are being interviewed	<b>XXX (contact)</b>		
9. AA checkpoint				<b>XXX</b> – AA may contact department to discuss/review interview list
10. Conduct interviews using HR approved questions	<b>XXX</b>			
11. Reference checks	<b>XXX</b> – HR must approve questions if reference checks are to be conducted by the department <b>OR →</b>		<b>XXX</b> – Human Resources conducts reference checks	
12. Candidate selection/ <b>(1) Completed Staff Hiring Activity Record (SHAR)</b> <b>(2) Completed Applicant Flow Log (AFL)</b> <b>(3) Reference check information</b>	<b>XXX</b> – Department selects preferred candidate and submits completed SHAR to Affirmative Programs  Hiring department completes AFL for positions when HR sends all applications to department		<b>XXX</b> – HR completes AFL when HR screens (union positions only)	
13. Affirmative Action reviews hiring documentation				<b>XXX</b>
14. Human Resources reviews hiring documentation			<b>XXX</b>	
15. Department is notified of approvals or, AAO/HR may request additional information			<b>XXX</b>	
16. Offer made to preferred candidate * Exempt position – HR sends <b>letter of tender</b> after department makes offer after receiving authorization from HR * Non-exempt position – HR makes the offer for	<b>XXX –Exempt positions</b> – Department is authorized by Human Resources to make offer. Details of offer (starting date, salary, etc.) must be confirmed and provided to Human Resources.		<b>XXX - Non-exempt positions</b> – Human Resources makes offer (non-represented)	
17. Legal paperwork to be completed by new employee in Human Resources				

## Michigan Tech Faculty Employment Process Checklist - under revision

Task	Responsible Party
<b>1. Complete a Position Authorization Form</b> (blue memo -print on blue paper) <a href="http://www.admin.mtu.edu/hro/forms/employmentformjuly07.pdf">http://www.admin.mtu.edu/hro/forms/employmentformjuly07.pdf</a>	Department
<b>2. Write the Job Description</b> <a href="http://www.admin.mtu.edu/aao/adv.htm#advertising">http://www.admin.mtu.edu/aao/adv.htm#advertising</a> > Forward Employment Requisition Form and Job Description to Human Resources with approvals through the dean/director level. > Human Resources will obtain appropriate Vice President approval.	Department
<b>3. Form a Diverse Search Committee</b> <a href="http://www.admin.mtu.edu/aao/search.htm#role">http://www.admin.mtu.edu/aao/search.htm#role</a> > Interview Committee Information <a href="http://www.admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf">http://www.admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf</a>	Department
<b>4. Job Posting/Advertising</b> > Review Recruitment Strategies for a Diverse Workforce <a href="http://www.admin.mtu.edu/aao/strategies.htm#strategies">http://www.admin.mtu.edu/aao/strategies.htm#strategies</a> > Advertise and recruit as appropriate for position. See Advertising/Recruitment Resource <a href="http://www.admin.mtu.edu/aao/res.htm#recruitment">http://www.admin.mtu.edu/aao/res.htm#recruitment</a> > Have the Affirmative Programs Office review and approve ad. > Complete Purchase Requisition Form. > Send ad and purchase requisition form to Purchasing.	Search Committee
<b>5. Equal Employment Opportunity Self Disclosure Form</b> > Send <b>ALL</b> Applicants an Equal Employment Opportunity Self Disclosure Form <a href="http://www.admin.mtu.edu/aao/eeform.htm#EEO">http://www.admin.mtu.edu/aao/eeform.htm#EEO</a> . This information is needed to complete Step 4 of the Faculty Recruitment Report (FRR).	Department
<b>6. Prescreen Applicants</b> > Review Applications and start Applicant Flow Log (AFL) <a href="http://www.admin.mtu.edu/aao/aapro.htm#AFL">http://www.admin.mtu.edu/aao/aapro.htm#AFL</a> > Takes notes on why applicants are being eliminated from further consideration. This information will be needed for the FRR. > Refer to the Hiring Guide for appropriate reasons for not selecting candidates <a href="http://www.admin.mtu.edu/aao/nonsel.htm#Nonsel">http://www.admin.mtu.edu/aao/nonsel.htm#Nonsel</a>	Search Committee
<b>7. Start the Faculty Recruitment Report (FRR)</b> > FRR <a href="http://www.admin.mtu.edu/aao/FacultyRecruitmentReport07.pdf">http://www.admin.mtu.edu/aao/FacultyRecruitmentReport07.pdf</a> > Part A: Step 4(a) send the names of all applicants received to rmjuntun@mtu.edu. AA Office will then provide information for 4(b). > Complete Part A & B of FRR and forward to appropriate department head.	Department
<b>8. Interview Preparation</b> <a href="http://www.admin.mtu.edu/aao/intv.htm#prepare">http://www.admin.mtu.edu/aao/intv.htm#prepare</a>	Search Committee
<b>9. Conduct Interviews</b> > Faculty Recruitment Report (Part A & B) must be approved before you can interview candidates.	Search Committee

<b>Task</b>	<b>Responsible Party</b>
<b>10. Candidate Selection</b> <ul style="list-style-type: none"> <li>› Reference Checks</li> </ul>	<b>Search Committee</b>
<b>11. Complete Applicant Flow Log and Part C of the Faculty Recruitment Report</b>	<b>Department</b>
<b>12. Send faculty hiring packet through channels to HR-Faculty Personnel:</b> <ul style="list-style-type: none"> <li>› Form A - Appointment Recommendation  <a href="http://www.admin.mtu.edu/admin/prov/hiring/FormA_0809.pdf">http://www.admin.mtu.edu/admin/prov/hiring/FormA_0809.pdf</a></li> <li>› Completed MTU Faculty Application</li> <li>› Draft Letter of Appointment <a href="http://www.admin.mtu.edu/admin/prov/hiring/letters.htm">http://www.admin.mtu.edu/admin/prov/hiring/letters.htm</a></li> <li>› Curriculum Vitae</li> <li>› Three (3) Letters of Recommendation (not required for temporary non-tenure-track appointments, i.e. instructors, adjuncts, etc.)</li> <li>› Teaching Evaluation (if former MTU faculty)</li> <li>› Proof of Highest Degree</li> <li>› Applicant Flow Log (AFL) (not required for adjunct appointments)</li> <li>› Faculty Recruitment Report (not required for adjunct appointments)</li> </ul>	<b>Department</b>
<b>13. Make Offer</b> <ul style="list-style-type: none"> <li>› After the Appointment Recommendation has been approved by the President, send the letter of tender to the candidate.</li> </ul>	<b>Dept. Chair</b>
<b>14. Confirm Details of Offer</b> <ul style="list-style-type: none"> <li>› Salary</li> <li>› Start Date</li> </ul>	<b>Department</b>
<b>15. Forward two copies of the signed letter of tender to HR-Faculty Personnel.</b>	
<b>16. If the candidate declines the offer:</b> <a href="http://www.admin.mtu.edu/aao/aapro.htm#canddecl">http://www.admin.mtu.edu/aao/aapro.htm#canddecl</a> <ul style="list-style-type: none"> <li>› Forward the information to the Affirmative Programs Office, and Human Resources-Faculty Personnel.</li> </ul>	<b>Department</b>
<b>17. Legal Paperwork</b> New employees should report to the Human Resource Office before their first day of work to complete the paperwork.	
<b>18. Notify candidates interviewed (but not selected for the position)</b> <ul style="list-style-type: none"> <li>› After an offer of employment has been accepted, notify candidates not selected.</li> </ul>	<b>Department</b>

#### **Change of Status Recommendation**

- › Use a Change of Status Recommendation for faculty who are currently employed at MTU, adding appropriate materials as needed. Refer to the Academic Research Faculty Hiring Guide (see resources below)

#### **Resources**

- › Refer to the Hiring Guide for complete hiring procedures  
<http://www.admin.mtu.edu/aao/HGcontents.htm>
- › Contact the Human Resource Office for a copy of the Academic/Research Faculty Hiring Guide  
<http://www.admin.mtu.edu/admin/prov/hiring/index.htm>

## **Steps for Filling Temporary Positions**

Consult with Human Resources (HR) before hiring a temporary to determine posting and advertising requirements.

The basic definition of a non-faculty temporary position is one that has an end date. A Temporary Pool of applicants is maintained in HR. Usually, positions that are temporary are not required to have postings internally or externally. Positions that would lead to significant opportunities, such as offering benefits, lasting nine months or longer, or having the possibility of becoming regular should be posted.

1. Contact Human Resources for services
2. Complete Form I: Position Approval Form ([admin.mtu.edu/hro/forms/posauthformjuly07.pdf](http://admin.mtu.edu/hro/forms/posauthformjuly07.pdf))
3. Review applications and interview candidates
4. Select candidate and contact Human Resources to complete the job offer process

## **What NOT to do during the Hiring Process**

- > Do not hire anyone without talking to Human Resources first.
- > Do not make an offer until the Staff Hiring Activity Record has been approved by the Affirmative Programs Office and Human Resources.
- > Do not discuss a starting salary with the individual until you've talked to Human Resources. Once a candidate is selected, contact the HR office (they provide services to make offers and negotiate salaries if needed).

## **Forms Needed for the Hiring Process**

- > Complete Form I: Position Approval Form ([admin.mtu.edu/hro/forms/posauthformjuly07.pdf](http://admin.mtu.edu/hro/forms/posauthformjuly07.pdf))
- > Equal Employment Opportunity Self Disclosure Form (PDF) ([admin.mtu.edu/aao/EOweb.pdf](http://admin.mtu.edu/aao/EOweb.pdf))
- > Staff Hiring Activity Record ([admin.mtu.edu/aao/shar2004.pdf](http://admin.mtu.edu/aao/shar2004.pdf))
- > Faculty Recruitment Report ([admin.mtu.edu/aao/FacultyRecruitmentReport07.pdf](http://admin.mtu.edu/aao/FacultyRecruitmentReport07.pdf))
- > Purchase Requisition Form for advertising ([admin.mtu.edu/pur/pdf/purchase\\_requisition.pdf](http://admin.mtu.edu/pur/pdf/purchase_requisition.pdf))
- > Applicant Flow Log ([admin.mtu.edu/aao/aapro.htm#AFL](http://admin.mtu.edu/aao/aapro.htm#AFL)) - this is not a form. The AFL is a database of all applicants who have applied for the position.

## Human Resource Services

The Human Resource Office (HR) is available to assist you in the hiring process. Please contact HR at 7-2280, if you have questions on the following:

- > HR Employment Process Checklist  
([admin.mtu.edu/hro/forms/MTUStaffEmploymentProcessChecklist9-8-05.pdf](http://admin.mtu.edu/hro/forms/MTUStaffEmploymentProcessChecklist9-8-05.pdf))
- > Posting Procedures
- > Writing/updating job description (includes qualification requirements)
- > Advertising
- > Guide to Conducting Interviews
- > Approval of interview questions
- > Selecting a search committee – Interview Committee Information  
([admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf](http://admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf))
- > Starting Salary - Please do not discuss starting salary until you've talked to HR. HR can help make offers and negotiate salaries if needed.
- > Tests
- > UAW, AFSCME and POA requirements
- > Reference checks
- > Payroll forms - payroll forms must be filled out on or before the start date.

## **Search Committees**

When it comes to actually recruiting diverse faculty/staff members, many search committees report that they cannot find qualified women or people of color to apply for their open positions. Research, however, has shown that committees succeed in hiring women and people of color when they transform the search process, are committed to diversity and are proactive about building a diverse applicant pool.

Transforming the search process requires that the committee do more than simply place ads and wait for applicants to express interest. Search committees can use personal and professional networks of existing faculty, staff and students, and discipline-based organizations, and take advantage of publications and web sites that specialize in the recruitment of diverse faculty members. The following tips can help committees transform the search process.

**Existing Faculty, Staff, and Students** - Use existing faculty, staff and graduate students to market open positions. Ask faculty, staff and students to take along copies of the job announcement when they travel to academic conferences and meetings. Further, ask that they contact their colleagues and inquire about promising graduate students or new scholars from underrepresented groups. When using faculty, staff, and students in this manner it is important to encourage them to seek candidates beyond those who are most like themselves.

All academic disciplines have professional organizations associated with them. Many have subcommittees on women and/or people of color. In addition, most have both national and regional meetings, newsletters, email mailing lists and web sites. These organizational resources can be key in departmental recruiting efforts. Poll faculty members to determine which organizations are active in the discipline area related to the open faculty position. Distribute job announcements to regional contacts or committee chairs. Follow-up with phone calls to discuss the department's needs and how best to identify promising scholars in the field.

### **The Search Committee**

1. Membership on the committee should be reserved for individuals who thoroughly understand the requirements of the position to be filled and who are committed to the mission of the department and the University.
2. The search committee should be composed of individuals from diverse backgrounds in order to provide a variety of perspectives, as well as sensitivity to affirmative action issues.
3. Search committees should have a minority and/or woman as a member or consultant. When possible, women and minorities from the department should be represented on all Search committees. Care should be taken not to overburden these few people with many committee assignments.
4. Women and minorities from other departments may be enlisted to serve on these committees.
5. Contact Human Resources for help on selecting search committee members.
6. Include individuals with different perspectives, expertise and a demonstrated commitment to diversity.
7. Identify two or three key members who will serve as advocates for women and minorities.
8. Ask that your Dean meet with the committee at the beginning of the process to reiterate the importance of inclusion, the advisory role of the committee and the need for confidentiality.
9. Emphasize preference for all inquiries and requests to be referred to the chairperson.
10. Determine how committee members will communicate with each other, the campus community and with candidates.

### **Affirmative Action Representative**

The search committee should designate one member to be the "Affirmative Action Representative."

1. This individual should evaluate all steps of the search process in terms of the goals and principles of affirmative action, including seeing to it that the position is widely advertised and that the search committee does not unconsciously engage in discriminatory practices.
2. This person may be responsible for ensuring that networking to minority and female candidates takes place.
3. This person need not be a woman or minority.

4. The representative (as well as the chair and other committee members) is invited to contact the Affirmative Programs Office anytime during the search process.

### **The Committee Charge**

One useful suggestion is to give committee members a formal, written "charge to the committee," a memo setting forth the institution's expectations for the position and the search committee's role in helping to fill it. Typically a search-committee charge covers the following essentials:

1. Most importantly, the character of the position to be filled as the institution now views it, extending beyond a job description (which should be attached) to a description of short and longer-term needs/opportunities raised by the vacancy.
2. The tasks and role of the committee in the search, and of its chair.
3. Any institutional sense of scope or limits to the search (e.g., internal, local, statewide, national).
4. A preferred time by which the appointment should be made.
5. Essential characteristics the institution desires in the names brought forward (e.g., relating to goals for diversity, national reputation, related college experience, etc.)
6. Instruction as to the form in which the committee's final recommendations are to be brought forward.
7. A sense of what steps (if any) the appointing officer desires to participate in or be consulted about.
8. If a search firm or consultants will be in the picture, their role in relation to the committee.
9. A description of the search related financial and office resources available to the committee.
10. A reference to governmental and institutional regulations applicable to this search, including needs for record keeping.
11. The role of the committee, if any, after it submits its recommendations.

### **Your Role as a Search Committee Member**

1. Be aware of EEO/AA laws ([admin.mtu.edu/aao/laws.htm](http://admin.mtu.edu/aao/laws.htm)), requirements and obligations. The Affirmative Programs Director is available to meet with search committees.
2. Don't take old practices for granted. Practices that were once acceptable and traditional may be illegal today.
3. Avoid stereotypes ([admin.mtu.edu/aao/intv.htm#stereotypes](http://admin.mtu.edu/aao/intv.htm#stereotypes)) or preconceptions.
4. Help recruit. Tell friends and people of protected groups about the job opening.
5. Speak out if someone is showing discriminatory attitudes.
6. Review Interview Committee Information ([admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf](http://admin.mtu.edu/hro/forms/interviewcommitteeinfo.pdf))

### **Search Steps**

Think beyond the immediate search steps as you develop your procedures. Just as you are trying to find the best candidate, applicants are judging whether they want to come to the University. In order to impress applicants it's important to have an organized, professional hiring process.

#### **1. Plan the Search**

- > Meet with the appropriate faculty and staff to review the needs of the department and develop specific hiring goals. This is an excellent point in the process to determine whether the subject specialty of the position will include issues of race, gender, etc., and the degree of departmental commitment to assuring that candidates are sensitive to working with a diverse student population.
- > Develop a clear position description, with Human Resources, that includes minimum qualifications and experience desired. Get departmental or school consensus on areas of specialty and other specific requirements.

- > Seek appropriate approvals before circulating the job announcement and/or advertisement. The Human Resource Office, Affirmative Programs Office, and in some cases, the appropriate department head must approve the language of all advertisements.
- > Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion date.
- > Establish a system for managing records, including nominations, applications, letters to candidates, affirmative action forms and search committee notes.
- > Document how the committee will actively recruit women and minorities.
- > Discuss confidentiality issues with committee members.
- > Be clear on what the role of the committee is. In some cases the committee is authorized only to recommend the final candidates to be invited for interviews. In others, the committee identifies the candidates, coordinates the on-campus interview process and makes a hiring recommendation to the appropriate department head.

## **2. Market the Position & MICHIGAN TECH**

- > Determine which professional networks, web sites and publications will be used for marketing the job announcement. See Advertising Resources ([admin.mtu.edu/aao/res.htm#recruitment](http://admin.mtu.edu/aao/res.htm#recruitment)).
- > Develop two information packets: one to be sent to all candidates upon receipt of their application; and the second to be sent only to candidates selected for an interview. Include brochures about the campus and local community.
- > Place the job announcement on the department or school web page. Make sure to include the Equal Employment Opportunity Statement ([admin.mtu.edu/aao/adv.htm#statements](http://admin.mtu.edu/aao/adv.htm#statements)) on the web page.
- > Identify campus resources to assist with the marketing. Encourage women, minorities, and campus community to identify and nominate potential candidates.
- > Have material prepared for committee members or departmental faculty to make personal contact with potential candidates at professional meetings and conferences.

## **3. Develop Selection Criteria**

- > Develop a list of selection criteria for rating candidate applications based on the job description.
- > Reach committee consensus on how different qualifications will be weighted.

## **4. Communication**

- > Faculty Only: Acknowledge all applications and letters in writing and enclose the Equal Employment Opportunity Self Disclosure Form ([admin.mtu.edu/aao/eeform.htm#EEO](http://admin.mtu.edu/aao/eeform.htm#EEO)).
- > Develop a way to keep the department informed without breaching confidentiality.
- > The search committee chair has primary responsibility for communicating with the Dean, Department Chair, Director, or department head regarding the process and applicant pool.

## **5. Evaluate the Applicant Pool**

- > Include all committee members in the evaluation process.
- > Use predetermined selection criteria to rate applications on minimum and preferred qualifications.
- > Faculty only: Identify top candidates, and review Faculty Hiring Forms with Affirmative Programs Office before proceeding.
- > Faculty only: Notify those not selected for further consideration.

## **6. Prepare for the Interview and Reference Checks**

- > Develop a consistent set of questions to be asked of each candidate and determine how the answers will be rated.
- > Determine whether or not telephone interviews will be conducted for a short list of semi-finalists.
- > Develop a consistent set of questions for checking references. Know the rules for your college, school, or department.
- > Conduct references before candidates are invited to campus. As a professional courtesy, secure permission from the candidate before contacting references.
- > Develop a short list of candidates to be invited to campus for further interviews.

- > Follow school or college procedures regarding the final list before contacting candidates.

**NOTE:** Consider interviewing more than one woman. Research shows that interviewers more fairly evaluate women when there is more than one woman in the candidate pool (Valian, Virginia (1999) *Why So Slow? The Advancement of Women*. Cambridge, Mass: The MIT Press. See especially Chapter 7).

## 7. Interview

- > As appropriate to the school or college, develop an interview schedule that includes: time with the search committee; meetings with students, faculty and University personnel; a seminar presentation; and hosted lunch and/or dinner. See Suggestions for Interviews.
- > Know the procedures for travel expenses and reimbursement ([admin.mtu.edu/aao/intv.htm#reimbursement](http://admin.mtu.edu/aao/intv.htm#reimbursement)) for entertainment.
- > Offer all candidates information on whom to contact to discuss any special requirements or circumstances, such as disability accommodations. Keep in mind that committee members cannot ask candidates about their marital status or disability.

**NOTE:** Remember even informal & social gatherings, as part of the interview schedule, are still under Affirmative Action Interview Guidelines.

## 8. Conclude and Wrap-up

- > Solicit written remarks from those that met with or interviewed candidates.
- > Be sure to document the search process and final candidate rankings, including completion of the Faculty Recruitment Report or the Staff Hiring Activity Record and the Applicant Flow Log. See Affirmative Action Procedures ([admin.mtu.edu/aao/aapro.htm#AAP](http://admin.mtu.edu/aao/aapro.htm#AAP)).
- > For faculty positions see Faculty Hiring Guide ([admin.mtu.edu/admin/prov/hiring/index.htm](http://admin.mtu.edu/admin/prov/hiring/index.htm)) for materials to be included in the appointment packet. Additional search documentation may be required by the college or school (e.g., a letter from the chair of the search committee to the Dean).
- > Send a formal letter as soon as candidate has accepted final position offer.

## **Visas**

### **Faculty Guide to U.S. Immigration Law**

Faculty members and administrators who work with foreign students and foreign scholars need to have a basic knowledge of the immigration laws and regulations that govern the stays of those students and scholars in the United States. Detailed information and assistance is available from the International Student Advisors Office, or by calling 7-2160.

## Recruitment Strategies for a Diverse Workforce

Ensuring that the applicant pool includes women and persons from underrepresented groups is a major responsibility of the search committee.

### General Strategy Ideas

1. Tap into professional networks that you've developed.
2. Go over the ads for similar jobs that were posted for the past 4 months. Then call the search committee chair identified in the ads and ask about other candidates and finalists who might be good contenders for the position you currently have open.
3. Attend Job Fairs.
4. Contact colleges and universities with large minority enrollments.
5. Communicate with colleagues.

### Suggestions to Encourage Applications from Protected Class Faculty and Administrators

1. Establish a diverse search committee (3-6 members). Designate one member to be the affirmative action representative.
2. Determine departmental needs and applicant qualifications. Beware of position definitions that are very narrow.
3. Advertise in various publications where outreach to protected class groups will be effective. Do not put an absolute deadline for applications in ad.
4. Challenge faculty to maintain a roster of prominent protected class candidates in their disciplines.
5. Develop job-related questions to ask all candidates along with related evaluation criteria. Evaluate candidates in broad and comprehensive terms-examining accomplishments, potential for growth, and diversity of perspective.
6. Guard against unconscious biases for instance, degrees from women's colleges, Southern universities, Scholarship on feminist or minority issues.
7. Be absolutely sure protected class candidates get similar treatment during on campus visits as all other candidates such as meeting with deans, receptions, seminar opportunities. They may also be invited to meet with specific groups with similar interests.
8. Be aware of questions you can't ask in an interview.
9. Consider using incentives other than high salaries to attract protected class candidates. Be aware that not all candidates will bargain as hard as others and that incentives such as early sabbatical, summer stipends, lab space and travel should not only be offered to those who bargain aggressively.
10. Consider filling a position with a temporary or visiting faculty if your search has not produced a candidate that fills your department and diversity needs.
11. Add additional language to the EEO statement to attract protected class groups. For example: MTU is an AA/EEO educator/employer and is committed to diversity. Women and members of minority groups are especially encouraged to apply.

### Experts' comments on successful hiring practices:

From *The Art of Hiring in American Colleges and Universities*, edited by Ronald H. Stein and Stephen Joel Trachtenberg, there is an essay called, "Hiring Women and Minorities," by Marian J. Swoboda. The author says that, "...the work environment is one of the most important factors in successful recruitment and retention of women and minorities." She goes on to say, "Candidates are attracted to institutions with warm, supportive working environments." Swoboda says that women look for "...subjective qualities that indicate whether the school will advance or impede their careers." The article highlights the following:

- > Women look for signs of challenging yet equitable work assignments.
- > Be positive. "...the committees should project excitement about the department, pride in its achievements, and optimism toward its challenges." "Focus on attractive professional opportunities their school and department offer."

- > Candidates will be reluctant to bring up negative issues during the interview. The committee should refer to issues positively as well. Simply announcing that procedures are in place for dealing with possible problems sends the message that the environment is important. Swoboda explains, "Institutions with broad-based policies designed to avert problems in such sensitive areas as mentoring, service loads, family needs and complaint procedures—and which articulate these policies during the hiring process—will powerfully communicate to candidates their understanding of the particular challenges faced by women and minorities, and their commitment to an environment that will support and nurture a diverse faculty."
- > Go out and find the talent – network, call around, and develop relations.
- > Target of Opportunity (TOP) programs work well. Can make an offer without waiting for an opening. MTU has a little experience with this.
- > Visiting scholar programs. MTU has benefited from these programs in the past. Contact Chris Anderson or visit the website for more information.
- > Grow your own and post doctoral fellows. They can be courted and mentored and/or hired as lecturers.
- > To support faculty who make time and commit to diversify their departments, chairs can lighten the academic load, or offer travel grants, or give additional research to those who recruit and mentor more.
- > Having involvement from the upper administration, like a meeting with the Provost, demonstrates a strong interest in the candidate.
- > Beware of unconscious stereotyping or fears of lower standards. At times departments worry so much about lower standards that they inadvertently demand higher achievements from women and minorities. It may be hard to look neutrally at the candidate as a scholar. Also, a "good feeling" about a candidate might be because of too much similarity to those who are here already.

Books on hiring and interviewing are available from the lending library ([admin.mtu.edu/aao/library.htm](http://admin.mtu.edu/aao/library.htm)) in the Affirmative Programs Office.

## Writing and Placing the AD

### Language for Ads

Proactive language can be included as a specific job qualification or as a summary statement at the end of job announcements. Examples of specific job qualifications and summary statements include the following:

- Candidates should describe how multicultural issues have been or will be brought into courses.
- Candidates should describe previous activities mentoring minorities, women, or members of other underrepresented groups.
- Women, minorities, individuals with disabilities and veterans are encouraged to apply.
- Successful candidates must be committed to working with diverse student and community populations.
- The University is responsive to the needs of dual career couples.
- The University is committed to building a culturally diverse educational environment. Applicants are requested to include in their cover letter information about how they will further this goal.
- The campus is especially interested in candidates who can contribute to the diversity and excellence of the academic community through their research, teaching and/or service.
- Our goal is to attract world-class faculty to enrich the educational experience of our bright, motivated, and adventurous students. MTU is dedicated to the goal of building a culturally diverse faculty committed to teaching and working in a multicultural environment and strongly encourages applications from women and minorities.

### Equal Employment Opportunity Statements

Michigan Tech University is an affirmative action and equal opportunity employer. As such the University is required by federal and state laws to announce equal opportunity policies on all publications and notices.

#### The Traditional EEO Statement

The traditional statement found in position announcements -- "Michigan Technological University is an Equal Opportunity Educational Institution/Equal Opportunity Employer" -- is required by federal regulation and must appear in all advertisements.

#### Additional EEO/Recruitment Statements

You may choose an alternate EEO statement instead of the traditional MTU statement. Examples of possible alternatives are:

1. MTU is an AA/EEO educator and employer and aggressively recruits minority and female applicants in an effort to bring greater diversity to its workforce.
2. MTU is an EOE institution/employer and complies with the guidelines of the Americans with Disabilities Act. Females and minorities are encouraged to apply.
3. MTU is an equal opportunity educational institution/employer and is committed to the principle of diversity and is particularly interested in receiving applications from a broad spectrum of people, including minorities, veterans, and individuals with disabilities.
4. MTU is an EOE institution/employer and does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, sexual orientation, veteran status, height, weight, or marital status in employment or the provision of services and is an equal access/equal opportunity/affirmative action employer.

MTU is an affirmative action, equal opportunity employer. The University is dedicated to the goal of building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment and strongly encourages applications

## What the Ad Should Include

1. The ad should include the Michigan Tech Equal Opportunity Statement:
  - o Michigan Technological University is an Equal Opportunity Educational Institution/Equal Opportunity Employer ([admin.mtu.edu/aao/adv.htm#traditional](http://admin.mtu.edu/aao/adv.htm#traditional)). The ad must have at least this much of the statement.
2. MTU logo if display or classified display ad.
3. Where to send application, resume, and Equal Employment Opportunity Form - These forms should be sent to Human Resources
4. Brief description of job.
5. Do not put an absolute deadline for applications in ad.
  - o "We will start reviewing applications as of June 1, 2002 and will accept applications until the position is filled." Using this alternative will allow extending a search without the expenses of re-advertising.
6. List of materials that should be included with the application.

## Steps to Place an Ad

1. Contact Human Resources and the Affirmative Programs Office for guidance.
  - o Human Resources can ensure that the advertisement has the appropriate conditions of employment; the Affirmative Programs Office can ensure that the advertisement meets Affirmative Action requirements. Both offices can suggest places to advertise. Please send a copy of the Ad to Human Resources and Affirmative Programs.
2. Write the job description.
  - o Before posting the job determine first what the needs of the department are that you want this position to address and meet. Put those qualifications in the job description. This is a vital step in the hiring process. Current job descriptions should be very carefully reviewed and updated. For instance; if you wish the person filling the position to computerize functions currently done manually, make sure computer skills are required in the job description.
3. Decide where to place the ad. See Advertising/Recruitment Resources ([admin.mtu.edu/aao/res.htm#recruitment](http://admin.mtu.edu/aao/res.htm#recruitment)). The job advertisement should be tailored to the position and posted appropriately. For example: hourly positions should be advertised locally, administrative positions require a regional search, and faculty positions require a national search.
4. Decide on type of advertising desired.
  - o Classified or Word Ad - Small ad that will appear in the classified section. Charge is by word. Must include equal opportunity statement.
  - o Display Ad - A boxed ad set off with white space and with a border around it. Charge is by column inch. Must include equal opportunity statement and MTU Logo.
  - o Classified Display Ad - A display ad that will appear in the classified section. Charge is by column inch. Must include equal opportunity statement and MTU Logo.
5. Write the Ad Copy ([admin.mtu.edu/aao/sampleadcopy.pdf](http://admin.mtu.edu/aao/sampleadcopy.pdf))- This is double spaced on a separate sheet of paper and attached to the Purchase Requisition.
6. Complete a Purchase Requisition Form ([admin.mtu.edu/pur/pdf/purchase\\_requisition.pdf](http://admin.mtu.edu/pur/pdf/purchase_requisition.pdf)) to place the ad.

## Miscellaneous Information about Placing an Ad

1. Questions about advertising call Purchasing at 7-2510. Human Resources is not in charge of advertising.
2. Prices for ads vary among different publications. Some factors affecting price are the number of words in an ad, inches of ad, MTU Logo in some cases. For estimates contact the Purchasing Department.
3. Plan ahead for deadline dates.
  - o Give Purchasing, the Advertising Agency, and US Mail plenty of time to get the ad into publication.

4. Proof of Publication (when received) process purchase order receiver indicating the ad has been run in publication if purchase order exceeds \$999.99. This makes possible prompt payment of the invoice. Invoices for orders less than \$1,000.00 will be processed without receivers unless you contact Accounts Payable.
5. In all cases effort should be made to see that protected class applicants are in the pool of applicants (see below).

### **Protected Class Groups**

Protected class groups are a group of people protected from discrimination and harassment. The following groups are considered "Protected Classes" ([www.mtu.edu/aao/protectedclass.htm](http://www.mtu.edu/aao/protectedclass.htm)).

- o Race
- o Religion
- o Color
- o National Origin
- o Age (40 and over)
- o Sexual Orientation
- o Individuals with Disabilities
- o Veteran Status

## **Advertising/Recruitment Resources**

### **Where to place an Ad**

When placing an ad for a position a good faith effort should be made to see that all advertisements reach a diverse population.

It is important to see that jobs are posted appropriately. For example: hourly positions should be advertised locally, administrative positions require a regional search, and faculty positions require a national search.

Listed below are some suggestions on places to advertise. Contact the Affirmative Programs Office if you have questions on where a position should be advertised.

### **Local Places to Advertise**

Local advertisements would include advertisements in the surrounding counties: Houghton/Keweenaw, Baraga, and Ontonagon.

- Michigan Works
- Daily Mining Gazette
- Tech Today

### **Regional Places to Advertise**

Regional advertisements would include advertisements in the surrounding states: MI, WI, IL, OH, and MN. This type of advertisement could include journals, newspapers, and university placement office that offers the degree required for the position you are advertising. Some common newspaper resources are provided below:

- Marquette Mining Journal
- Detroit Free Press
- Ann Arbor - News
- Flint - Journal
- Lansing - State Journal
- News from Indian Country ([indiancountrynews.com](http://indiancountrynews.com))
- Green Bay Press Gazette
- Milwaukee - Journal & Sentinel
- Minneapolis - Star & Tribune
- Chicago - Tribune
- Sault Ste. Marie - News

### **National and Online Advertising and Recruiting**

The following information is accurate to the best of our knowledge. Please verify the cost before making a posting decision. Online advertising should not be the only form of advertising since it is not accessible by all.

### **General Advertising Resources**

- Academic Careers Online
- AIP Journal Physics Today

- American Association of University Professors
- ASCE
- College and University Personnel Association (CUPA)
- The Chronicle of Higher Education
- Government Jobs (govtjobs.com)
- Higher Education Jobs (higheredjobs.com/schoolinfo)- jobs in Higher Education
- IEEE Spectrum
- JobsOnLine (recruiter.monster.com)– Monster Job Search
- NCAA
- NORC (norc.uchicago.edu/issues/docdata.htm) - The Survey of Earned Doctorates (SED)
- University Job Bank (UjobBank.com/index.html)

### **Misc. Diversity Recruitment Resources**

- American Educational Research Association (aera.net)
- Committee on Institutional Cooperation (CIC) (cic.uiuc.edu/programs/DirectoryOfMinorityCandidates) Directory of Minority, Ph.D, M.F.A., and M.L.S Candidates and Recipients
- Equal Opportunity Publication (eop.com/adinfo.html)
- Faculty for The Future Project (enr.psu.edu/fff/)
- IMDiversity Minorities Job Bank (imdiversity.com/mediakit/ratecard.asp)
- The Multicultural Advantage (multiculturaladvantage.com)
- National Association of Minorities in Engineering Program Advocates NAMEPA -If you wish to post a position with NAMEPA, please email your position announcement to:Chris Anderson (csandes@mtu.edu). Chris is our MTU member for NAMEPA.
- Michigan Equity-1 listserves.-If you wish to post a position with Michigan Equity-1 listserves, please email your position announcement to:Chris Anderson (csandes@mtu.edu). Chris is our MTU member.
- Job Central (http://www.jobcentral.com/)

### **Women Recruitment Resources**

- American Association of University Women (AAUW)
- (American Physical Society (aps.org) -Committee on the Status of Women in Physics, Committee on Minorities in Physics
- American Political Science Association Section on Women & Politics, and Race, Ethnicity & Politics (apsanet.org/~rep/listserv.htm)
- Association for Women in Mathematics (awm-math.org/ads/guidelines.html)
- Association for Women in Science
- Society of Women Engineers (societyofwomenengineers.org/careers/corporatepricing.aspx)
- WEPAN (Women in Engineering Program Advocates Network) – If you wish to post a position with WEPAN, please email your position announcement to: Chris Anderson (csandes@mtu.edu). Chris is our MTU member for WEPAN.
- Women in Higher Education Jobs (wihe.com)

### **Native American Recruitment Resources**

- American Indian Science & Eng. Society (AISES) (aises.org/career/jobs/index.html)
- Native American Jobs Web Site (nativeamericanjobs.com)
- Society for Advancement of Chicanos and Native Americans in Science (sacnas.org/adchart.html)

## **Black Recruitment Resources**

- Diverse Issues in Higher Ed (Formerly Black Issues in Higher Education)([diverseeducation.com](http://diverseeducation.com))
- National Black MBA Association ([nbmbaa.org](http://nbmbaa.org))
- National Society of Black Engineers ([nsbe.org](http://nsbe.org))

## **Hispanic Recruitment Resources**

- The Hispanic Outlook ([hispanicoutlook.com](http://hispanicoutlook.com))
- National Society of Hispanic MBA ([nshmba.org](http://nshmba.org))
- Society of Mexican American Engineers and Scientists ([maes-natl.org](http://maes-natl.org))
- Saludos ([saludos.com/adrates1.html](http://saludos.com/adrates1.html))
- Society for Advancement of Chicanos and Native Americans in Science ([sacnas.org](http://sacnas.org))
- Society of Hispanic Professional Engineers ([shpe.org](http://shpe.org))

## **Asian Recruitment Resources**

No current resources available at this time.

## **Disability Recruitment Resources**

- DisabilityInfo.gov ([disabilityinfo.gov](http://disabilityinfo.gov))
- U.S. Dept Of Labor Disability Employment Listing ([dol.gov/odep/joblinks/joblinks\\_2c.htm#michigan](http://dol.gov/odep/joblinks/joblinks_2c.htm#michigan)) - MTU is linked to this site.

## **Veteran Recruitment Resources**

- Recruit Military ([recruitmilitary.com/employers/our\\_services.asp](http://recruitmilitary.com/employers/our_services.asp))
- Transition Assistance Online ([taonline.com/employers](http://taonline.com/employers))

## **Dept Web Page**

- Departments Web-page - make sure you have the EEO statement on the web-page

## **Misc. Directories**

### **Directories Available from the Provost Office:**

- Women and Minorities Enrolled in Doctoral or Terminal Degree Programs at Selected Institutions of Higher Education

### **Membership Directories:**

- Faculty members may be able to identify people they know, or know by reputation, who can be contacted as sources of potential candidates.

## **MGDB from the University Career Center**

- The Minority Graduate Data Base (MGDB) is a computerized listing of minority juniors, seniors, graduate students and alumni who are available for employment. The data base lists students and alumni by ethnic group, academic major, level of study and preferred work location among others. MGDB is updated quarterly.

# Equal Employment Opportunity Self Disclosure Form

## What is an Equal Employment Opportunity Self Disclosure Form?

An Equal Employment Opportunity Self Disclosure Form (EEO form) is an invitation to **All applicants** to voluntarily disclose their sex and ethnic origin. All applicants should be given this opportunity. This information is disclosed by using the Equal Employment Opportunity Self Disclosure Form (EEO form).

## Who sends out the EEO Form?

### Staff

- All applicants that apply directly to the hiring department will get an EEO form from the hiring department, whether or not they are interviewed. The EEO form is usually included with the letter to acknowledge their application.
- If an applicant applies by email, the department should send the email address to: [rmjuntun@mtu.edu](mailto:rmjuntun@mtu.edu). The Affirmative Programs Office will then email the applicant a form.
- All potential applicants you may have met at a conference. Get the applicants email or mailing address.

### Faculty

- Please send the email address of all applicants to: [rmjuntun@mtu.edu](mailto:rmjuntun@mtu.edu). The Affirmative Programs Office will then email the applicant a form.
- All potential applicants you may have met at a conference. Get the applicants email or mailing address.

## Where can I get this form?

- The EEO form and self-addressed stamped return envelope are available from the Affirmative Programs Office.
- PDF version of the form: [Equal Opportunity Self Disclosure Form \(admin.mtu.edu/aao/EEOWeb.pdf\)](http://admin.mtu.edu/aao/EEOWeb.pdf)

## Who gets the completed form?

The EEO form is returned to the Affirmative Programs Office by the applicant and is then used for Affirmative Action reporting requirements.

## Reasons for Not Selecting a Candidate

### Appropriate Reasons for Not Hiring

1. Appropriate reasons for not hiring a candidate must be specific and job related.
2. No previous or insufficient job experience - i.e. lacks six months required previous experience in a similar or related position.
3. Lacks qualifications (LIST MISSING QUALIFICATIONS) - i.e. lacks required/recommended PC experience, lacks the five years of progressively responsible experience.
4. "Best suited candidate" (list for that candidate why you believe that he or she is the best-suited candidate) - i.e. has six years of experience and has worked with a variety of office machines. Then list what other candidates lacked compared to selected candidate.
5. Unable to do job because of religious reasons or disability and reasonable accommodation will not work or will cause undue hardship.
6. Rejected offer
7. Not interested in job applied for
8. Poor references
9. Lied on application
10. Would not relocate
11. Candidate requires a higher salary than authorized.
12. Communication skills.

**NOTE:** If you want to use communication skills as a reason for non-hire you must be specific and list what skill is weak or not comparable to selected candidate.

### Jobs May NOT be Restricted to Persons for any of These Reasons

1. The job involves heavy physical labor, manual dexterity, night hours, overtime, work in isolated conditions, or unpleasant surroundings.
2. Preferences of co-workers, employers, clients or customers -i.e. A co-worker only wants to work with someone who looks like them.
3. The job involves travel, or travel with members of the opposite sex.
4. Candidate is **overqualified**.
5. An assumption that members of one sex are unable or unwilling to do the job.
6. The job requires personal characteristics not exclusive to either sex such as tact, charm, or aggressiveness.
7. Does not have experience using the same word processor we use.
8. Applicant did not appear enthusiastic in the interview.
  - o Communication styles differ and a lack of exuberant enthusiasm may be related to different communication styles.
9. The job was traditionally restricted to members of either sex.
10. Do not rely on second or third hand evaluations of a person, get a current supervisor's evaluation.

### Explanations of Why a Candidate was not selected:

1. Categorize applicants for example:
  - o The following candidates did not have three years of experience that is required for this position:
  - o The following candidates have no experience dealing with the public that is required of this position:
2. Compare applicants to desired applicant.
  - o The desired candidate has 14 years of experience, has worked with a variety of office equipment, and has experience using paradox. The unsuccessful candidate has 3 years of experience, has no experience using paradox.
3. Take notes while reviewing applications.
4. Design a chart or grid to rank all applicants.
5. Make sure the reasons for not hiring or interviewing a candidate are required of the job and listed on the job description.

## Interview Candidates

### Preparing for the Interview

The interview is a very important part of the selection process. The purpose of an interview is to determine if an applicant fits the position. The interview also gives the applicant an opportunity to learn more about the position and the University.

1. Refer to: Guide to Conducting Interviews ([admin.mtu.edu/hro/forms/guidetoconductinginterviews1-2005.pdf](http://admin.mtu.edu/hro/forms/guidetoconductinginterviews1-2005.pdf))
2. Prepare your interview questions and have HR review them.
  - o Know what questions you cannot ask ([admin.mtu.edu/aao/intv.htm#cannotask](http://admin.mtu.edu/aao/intv.htm#cannotask)).
  - o Begin with Open-ended questions. This relaxes the candidate and encourages him or her to speak freely.
3. It is a good idea to print the questions on a form with space below to record the candidate's responses and your reactions. Written remarks from the search committee members will not only aid in evaluating the candidate but will also be useful in completing the "Staff Hiring Activity Record" and "Faculty Recruitment Form", which asks for specific reasons for not hiring the candidate interviewed.
4. The department should notify the Affirmative Programs Office of candidates selected for interviewing before interviewing candidates. The Affirmative Programs Office can provide services at this point to assist the department in achieving its diversity goals.
5. Be prepared to accommodate an applicant with a disability. Usually if a special accommodation is needed the applicant will let you know in advance. Contact the Affirmative Programs Office if you need assistance or refer to Etiquette for Interviewing Applicants with Disabilities ([admin.mtu.edu/aao/intv.htm#etiquette](http://admin.mtu.edu/aao/intv.htm#etiquette)).
6. Committee members and support staff should make an attempt at pronouncing names correctly, ask the candidate if needed.
7. When introducing the selection committee, include their name, position, and reason why they were included in the interview.
8. Beware of biases and stereotypes ([admin.mtu.edu/aao/intv.htm#stereotypes](http://admin.mtu.edu/aao/intv.htm#stereotypes)).
9. All records should be kept for three years.
10. Ask the same questions of all applicants.

### Travel Expenses and Reimbursement Process

Travel expenses are defined as necessary expenses which have been incurred by a prospective employee while traveling to and from a designated place for an interview. Travel expense rules are the same for a candidate as they would be for an MTU employee. Travel expense may include transportation, per diem and other miscellaneous costs. For more information please refer to Travel Procedures ([admin.mtu.edu/acct/dept/travel/index.html](http://admin.mtu.edu/acct/dept/travel/index.html)).

### Phone Interviews and Video Interviews

For more information on video interviews contact Educational Technology Services at 7-2925. For more information on phone interviews contact the Affirmative Programs Office 7-3310 or Human Resources 7-2280.

### Questions for the Search Committee to Use

Search committees may be interested in determining if a candidate is aware of and responsive to women and minority issues. Following are some sample questions. The list is intended to help committees develop questions that are appropriate for their own departments.

## **Questions for Prospective faculty Campus Environment**

1. In most classes women students don't participate as much as men. What have you done to encourage women to participate in your classes? Has it worked?
2. Research shows that women in science often have lower aspirations than their male colleagues. Have you encountered this trend in your classes? What did you do about it?
3. What differences have you perceived of men and women in the laboratory? Do you tend to have single-sex lab teams? Why?
4. How have you encouraged women students to enter traditionally male fields?
5. What is your experience with faculty (and student) hostility to women, minorities, women and minority issues? Have you seen or experienced any sort of backlash or denial, where people say, in effect, "I don't want to hear about it"? How do you deal with backlash and denial?
6. Have any students ever complained to you about sexual harassment or discrimination in any work with professors or staff? If so how did you respond?
7. How do you feel about teaching students older than yourself?

## **Informal Support**

1. In what ways have you mentored, supported, or encouraged women or minorities on your campus?
2. In your current position, have you ever seen women or minorities treated unfairly? How would/did you handle it?
3. Many female graduate students face an increasingly chilly climate at a time when they are in transition between being a student and a professional. Can you describe some of the ways in which you think men and women graduate students are treated differently by faculty? By administrators? By other students? How would you promote the interests of female graduate students?

## **Climate**

1. At your current institution, did you ever observe or hear examples of sexual harassment? How would you deal with a similar instance if it happened here?
2. In what ways do you think women faculty and administrators are treated differently from their male counterparts? In what ways may such different treatment place the women at a relative disadvantage in their personal and professional development? What would you do to help change this situation?
3. What have you done to welcome new women and minority colleagues to campus?

## **Questions for Prospective Administrators**

Some of these will be more appropriate to ask candidates for specific positions, such as presidents, deans, associate deans, or department chairs.

## **Formal Support**

1. How would you work to achieve equity for women or minority scholars in terms of promotion and salary?
2. How have you supported women or minority students' organizations on campus? For example, have you arranged for funding or office space?
3. How do you view roles of a woman or minority center, a commission on woman and minorities, and a woman or minorities studies program?

## **Staff-related**

1. Have you been involved in a salary review at your current institution? How will you ensure equity for women's and minorities salaries?
2. What are your feelings about stopping the tenure clock while a woman or a man is on family leave?
3. What are the best ways to get people to think about and be aware of women's and minorities' issues? How have you personally influenced others regarding women's and minorities' issues?
4. Sometimes women students do not participate in class as often as men. How have you helped members of your staff or department deal with this issue?

## Direct Encouragement

1. How would/did you address a lack of women or minority students or faculty members in specific departments and divisions?

## Questions You Can and Cannot Ask a Candidate

Please refer to: What You Can and Can't Ask ([admin.mtu.edu/hro/forms/whatyoucanandcantasklongversion8-12-04.pdf](http://admin.mtu.edu/hro/forms/whatyoucanandcantasklongversion8-12-04.pdf))

## Misc.

1. You may not ask questions about race, color, national origin, religion, sex, sexual orientation, disability, age, or ancestry.
2. You may not ask in a series of interviews for a given position, questions directed at one sex and not of the other.
3. You may not ask if a candidate has filed or has threatened to file discrimination charges.
4. You may not ask questions about one's credit rating or request financial data.
5. You may not ask for original name of an applicant whose name has been changed by court order or otherwise.
  - o You may ask for applicant's full name.
  - o You may also ask: "Have you ever worked for MTU under a different name? Is any additional information relative to a different name necessary to check your work record? If yes, explain."
6. Do not ask applicant how long he/she intends to work.
7. Do not ask general questions about high school or college degrees unless you can prove the educational degree inquired about is necessary to perform the job.
8. Be professional and consistent in addressing men and women. If using first names, do so for all candidates.
9. Avoid flirting, patronizing, or making sexual/ethnic jokes during the interview.
10. In making a selection or recommendation, avoid making assumptions such as the following:
  - o Supervisors or managers might prefer men or employees of certain ethnic/racial origins;
  - o Clients or customers might not want to deal with women or minorities;
  - o Women's work might lack credibility;
  - o The job might involve unusual working conditions that would disqualify the applicant.
11. Do not place undue emphasis on conditions of employment (such as travel, heavy lifting, long hours, etc.) in hope of discouraging the candidate and getting him or her to withdraw from the competition.
12. If asked, give accurate information about the number of women or minority employees already in the organization. If a candidate asks, and if you don't have women or minorities in your own department, then arrange for the person to meet other women or minority staff members. Do not assume that this person will necessarily want to meet other women or minority employees.
13. If you're going to discuss the town or city, mention everything and do not try to over-emphasize the town's aspects as a family place in which to live and bring up children.
14. In general, avoid references to a candidate's personal happiness (i.e., social and/or sexual). Don't assume that your town or city is not the place for a single person or for minorities.
15. Obviously, do not indicate that you're interested in hiring a women or minority person as a statistic to improve your department's Affirmative Action/Equal Employment Opportunity profile. It's unlawful and an insult to apply different standards based on an applicant's sex or minority status.
16. Treat the applicant like an adult; don't be patronizing.
17. Be careful not to draw assumptions about women's competence based on her soft voice or feminine appearance or attire.
18. Avoid bringing up stereotyped prejudices: women shouldn't travel alone; they are too emotional; they aren't aggressive enough. Don't tell negative stories about former women employees.
19. Don't go to the opposite extreme by boasting about your liberation, by pointing out how fair minded you are, or by giving an instant replay of every female or minority success story you know.
20. Do not refer to an adult female applicant as "girl".

## **You Can Discuss**

1. The duties and responsibilities of the job. Ask questions that are relevant to the job itself.
2. The organizations mission, programs, and achievements.
3. Career possibilities and opportunities for growth, development, and advancement.
4. Where the job is located, travel, mobility, equipment, and facilities available.
5. The individual's qualifications, abilities, experience, education, and interests.
6. What the person has done in previous job experience that makes them able to perform the job applied for.
7. What job related educational experience the applicant has that makes the individual able to do the job.
8. What problems the applicant had on previous jobs, what he or she liked or disliked.
9. If a topic (disability, religion, race, etc.) is brought up by the candidate you can discuss it - but it is not to be used as a reason for non-hire.

## **Etiquette for Interviewing Applicants with Disabilities**

Conduct the interview like you usually would. Contact the Affirmative Programs Office if you need advice or assistance.

### **In General**

1. Offer to shake hands
2. Ask for clarification if needed
3. Treat adults like adults
4. Don't be embarrassed if you use words like "walk", "see", "got to be running".
5. Consider the needs of people with disabilities when planning the interview for instance: accessible parking, types of access to building, accessible bathrooms.
6. Inform the secretary before hand that you are expecting the applicant.

### **Who have mobility impairments**

1. Don't lean on the wheelchair.
2. Do not push or grab the wheelchair, unless asked to.
3. Keep accessibility in mind. Move furniture that makes it difficult for the person to maneuver.
4. Make sure you are at eye level if the conversation is expected to last more than a few minutes.

### **Who are visually impaired**

1. Identify yourself and others present.
2. Cue a handshake by saying, "May we shake hands?"
3. Keep doors either open or closed; a half-opened door is a serious hazard.
4. Be clear when giving directions. For example: say the door is three steps to your left.
5. Before leaving the applicant be sure to say goodbye.
6. Offer assistance in travel; let the applicant grasp your arm.

### **Who have a hearing impairment**

1. Provide a written itinerary that includes names of people doing the interview, titles, etc.
2. Consider providing an interpreter.
3. If an interpreter is present, talk to the applicant not the interpreter.
4. Use physical signals, such as tapping the person's hand if you need their attention.
5. Don't shout.
6. Situate yourself so that your face is easily seen.

## Who have speech difficulties

1. Ask short questions that require short answers or a nod of the head.
2. Don't pretend to understand if you don't.

For more information on interviewing applicants with disabilities go to the U.S. DOL Office of Disability Employment Policy ([dol.gov/odep/pubs/publicat.htm](http://dol.gov/odep/pubs/publicat.htm)) .

## Stereotypes and Problems to Avoid

1. Beware of stereotypes in the advertising for candidates (i.e. "young grad").
2. Applicant's appearance makes him/her seem unable to do the job.
3. Outside activities either help or hurt candidates.
4. Not hiring or promoting married women because they are not "primary earners".
5. Refusing to hire or promote pregnant women, unwed mothers, or women with pre-school age children.
6. Minimum height and weight requirements
7. People with disabilities and women will be absent more than other workers.
8. Older workers have "peaked" or run out of gas therefore do not hire or promote.
9. Beware of receiving (OR MAKING) undocumented evaluations.
10. Younger people have high energy levels and are very open to learning new technology.
11. She was "macho", needs to take a course in charm school. She should walk more femininely, talk more femininely.
12. Beware of biases which may unconsciously intrude into your evaluation of a candidate such as:
  - o degree's from women's colleges or Southern universities
  - o reference letters from individuals not known to the search committee
  - o scholarship on feminist or minority issues
  - o disabled individuals should not be deemed candidates for short term employment only
13. There are many good reasons why able people started out in colleges you never heard of, display "gaps" in their resumes (for community work, family, the Army), took thirteen years for their doctorate, and are now working at a community college.
14. Assuming women don't have physical strength
15. Women and minorities cannot do a job or do not want certain jobs.
16. Candidates who are shy during the interview, will not perform well on the job.

Look closely at what all candidates have actually achieved and can do in your post, screening by "prestige" factors becomes a talent loser.

## **Medical Examinations**

Pre-employment medical exams and inquiries are prohibited unless the employer is inquiring into the ability of an applicant to perform job-related functions.

After a condition of employment has been made, a medical exam may be required if the following three conditions are met.

1. All employees are required to have an examination regardless of disability.
2. The information on medical condition is collected and maintained on a separate form in separate medical files and is treated as a confidential file.
3. The results of examinations are not used to discriminate against an individual with a disability unless such results make the individual not qualified for the job.

## Affirmative Action Procedures

### Applicant Flow Log (AFL)

The Affirmative Programs Office is required to keep information on every person who has submitted a resume/application. This information is collected using an Applicant Flow Log (AFL). The AFL is not a form. It is a database of all applicants who have applied for a position.

### Who does the AFL?

It is the responsibility of the hiring department or the Human Resources Office to complete the AFL.

Human Resources will supply the AFL information to the Affirmative Programs Office in the following situations:

1. Non-exempt position - When the Human Resource Office provides the department with screening service and sets up the interviews.
2. Exempt positions - When the Human Resource Office provides the department with screening service and sets up the interviews and is informed of all applicants that applied directly through the department.

The hiring department will supply the AFL information to the Affirmative Programs Office in the following situations:

1. Non-exempt position - When the Human Resource Office sends applications of all interested candidates (does not do any screening or does not set up interviews).
2. Exempt position - When the Human Resource Office sends applications of all interested candidates (does not do any screening or does not set up interviews).
3. When applicants apply directly to the department.
4. For all Faculty and Research Positions.

### Applicant Flow Log Instructions

The Applicant Flow Log is not a form. The AFL should be done in EXCEL and consist of the following information:

1. Last name
2. First name
3. Job title of position for which the person is applying
4. Date of posting of the position - YYMMDD
5. Whether or not the applicant was interviewed - y or n
6. Final disposition of the application - CH, CN, CF, CD, CW, NN, NQ (please do not make up disposition codes)
  - o CH - Considered Will Hire
  - o CF - Considered, Finalist -reviewed application, made it to **short list**
    - Short list is the list of applicants you might consider interviewing now or in the future for this position.
  - o CD - Considered, Declined
  - o CW - Considered, Withdrew -applicant withdrew from position
  - o CN - Considered, Not Hired -reviewed application, did not make it to short list
  - o NN - Not Considered, Not Hired (did not review application)
  - o NQ - Not Qualified
7. The AFL should be sent to the Affirmative Programs Office by email (in EXCEL). Please email to [rmjuntun@mtu.edu](mailto:rmjuntun@mtu.edu). You do not need to send a hard copy.

## Sample Applicant Flow Log

ANDERSON KEN	Asst Prof 040712 N CN
NEHER BOB	Asst Prof 040712 Y CF
LENS PAULA	Asst Prof 040712 Y CH
WANG TIM	Asst Prof 040712 N CN
LANE MIKE	Asst Prof 040712 N NQ

## Staff Hiring Activity Record

The Staff Hiring Activity Record (SHAR), formerly known as the Affirmative Action Record (AAR), is used by the Affirmative Programs Office to track staff hires. The Affirmative Programs Office uses this information to ensure that no discrimination took place during a hire. Having this documentation done at the time of the interview and selection of the candidate prevents having to reconstruct the entire situation during an investigation in the future.

Affirmative Action requirements are vital for analysis required by the federal and state government. Michigan Technological University's federal and state funding is contingent upon being in compliance with related regulations.

1. The hiring department is to do a Staff Hiring Activity Record ([www.admin.mtu.edu/aao/shar2004.pdf](http://www.admin.mtu.edu/aao/shar2004.pdf)) for all posted hires.
2. The SHAR should include an explanation of why every person that submitted a resume/application was not selected ([admin.mtu.edu/aao/nonsel.htm#appreasons](http://admin.mtu.edu/aao/nonsel.htm#appreasons)).
  - o This includes those who were qualified but not interviewed. The reasons must be specific and job-related. This will ensure that signs of discrimination did not intrude into the selection of the best-qualified candidate.
  - o Second Choice Selection: You can also list a second choice in case desired candidate declines.
3. Once the SHAR is completed it should be sent to the Affirmative Programs Office.
  - o An applicant flow log must be sent with every SHAR. The Affirmative Programs Office will examine the SHAR and the AFL to ensure that protected class members were considered and that there is no adverse impact on current employees. The Affirmative Programs Office may contact the department to obtain this information.
4. Affirmative Programs and Human Resources will review SHAR. Human Resources will contact the hiring department after the Affirmative Programs Office and Human Resource Office approve hire.

**NOTE: The Affirmative Programs Office and Human Resource Office must approve the Staff Hiring Activity Record before a job offer can be made.**

## Faculty Recruitment Report

The Faculty Recruitment Report (FRR) is used by the Affirmative Programs Office to track faculty hires. This information is used to help the department determine if there is a diverse pool of candidates. Having this documentation done at the time of the interview and selection of the candidate prevents having to reconstruct the entire situation during an investigation in the future.

1. The Search Committee is to do a Faculty Recruitment Report for all posted faculty hires.
2. Send the names of all applicants for Part A (Step 4) to [rmjuntun@mtu.edu](mailto:rmjuntun@mtu.edu)

3. Before interviews can begin, Part A and Part B are to be completed and approved by appropriate department head.
4. After Part A and Part B are approved, the committee can interview candidates.
5. Once interviews have been completed, continue with Part C.
6. When Part C is completed, send FRR with faculty hiring packet ([admin.mtu.edu/admin/prov/hiring/index.htm](http://admin.mtu.edu/admin/prov/hiring/index.htm)) to Human Resources-Faculty Personnel.

#### **What to do if a Candidate Declines the Offer**

If the selected candidate declines the offer of employment, please inform the Executive Vice President and Provost, Affirmative Programs Office and the Human Resource Office.