

FIU

FLORIDA
INTERNATIONAL
UNIVERSITY



FACULTY SEARCH AND SCREEN MANUAL

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INTRODUCTION

This manual of procedures is intended as a guide for members of search and screen committees seeking to fill faculty and librarian positions.

The inclusion of minorities and women in the recruitment and selection process increases the likelihood of broad representation in the candidates selected for interview and employment. It is for this purpose that search and screen committees that include minorities and women in their membership are used in the recruitment and selection process. The search and screen committee helps the University comply with Federal and State equal employment opportunity laws and regulations, State University System regulations, and the University's commitment to affirmative action and equal employment opportunity.

Search and screen committees are to be used to fill all permanent full-time faculty and librarian positions (regardless of rank or tenure-earning status). Interim appointments have no assurance of conversion to permanent or tenure-track lines. Advertising efforts to fill positions that are currently filled as "interim" on a permanent basis will be reviewed using the same standard for the sufficiency of the search effort as for any other vacancy; the existence of a potential internal applicant shall not result in a decreased search effort. It is, therefore, recommended that a search be conducted at the outset for any interim positions where there is a potential for a future permanent appointment.

PURPOSE AND SCOPE

As a state university, Florida International University is committed to the principles of affirmative action and equal opportunity in education and employment. We take seriously our responsibility to provide leadership in ensuring equal employment opportunities. These procedures help to further the mission of the University and to ensure the University's compliance with state and federal laws and regulations, including but not limited to:

- Age Discrimination in Employment Act of 1967
- Americans with Disabilities Act of 1990, as amended
- Executive Order 11246, as amended
- Equal Pay Act of 1963
- Genetic Information Nondiscrimination Act of 2008
- Immigration Reform and Control Act of 1986
- Florida Civil Rights Act of 1992
- Pregnancy Discrimination Act
- Sections 503 and 504 of the Rehabilitation Act of 1973
- Title VI of the Civil Rights Act of 1964, as amended
- Title VII of the Civil Rights Act of 1964, as Title IX of the Education Amendments of 1972
- Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended

Nondiscrimination Policy & Discrimination Complaint Procedures

<http://regulations.fiu.edu/regulation>

ROLES AND RESPONSIBILITIES

SEARCH

A search is a process of filling a job or position vacancy through a public announcement and recruitment, followed by consideration of all qualified applicants. The search is conducted by a search and screen committee which is advisory to the hiring official.

HIRING OFFICIAL

The hiring official is the person responsible for final selection of the candidate to be hired and for tendering the offer letter. For most faculty positions, this is the Dean of the respective College/unit or their designee (e.g., the department Chair or Director). **The hiring official may not serve on the search and screen committee.**

Depending on the College/unit, the hiring official may also do the following:

- Charge the committee by providing a description of the required and preferred job-related knowledge, experience, and skills, informing the committee about budget availability for the recruitment process and inviting applicants for interview.
- Provide a timeline by which they would prefer the committee's recommendations.
- Clarify to the chair of the committee, who will provide the clerical support to the committee, and related information.
- Clarify the manner in which the committee will make its recommendations (e.g., how many candidates would they prefer to have recommended, how interviews will be conducted, will the committee or the administrator be responsible for checking references, and other related issues).

SEARCH COMMITTEE CHAIR

The Search Committee Chair is appointed to manage the committee's tasks and make sure they are performed in accordance with the Guidelines. These tasks may include, but are not limited to:

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- Coordinating with the Office of the Provost Planning and Finance, and the Department of Access, Compliance, and Equal Opportunity (ACE)
- Posting meeting notices
- Complying with Sunshine laws
- Reference checks
- Arranging for interviews and associated travel (if applicable)
- Ensuring that all records regarding the search are properly retained. (Records are retained for a period of seven (7) years.)

SEARCH AND SCREEN COMMITTEE

The Search and Screen Committee is advisory to the hiring official and is appointed to assist the Hiring Official with the search process by identifying and recruiting candidates, screening the applicant pool, and recommending potential candidates for hire. The committee plays a critical role in identifying candidates who can embrace the mission and values of FIU. We desire faculty who will have a positive impact on our students, who can support our quest for excellence in teaching and research and will contribute to an inclusive work environment that provides support for our faculty, students, and staff to succeed.

Appointing the Committee

The committee should be appointed by the hiring official when it is determined that a position is to be filled. Every member of the Search and Screen Committee should thoroughly understand the requirements of the position to be filled, the needs of the department, University policies regarding equal employment opportunity, and the mission of the University.

- The committee size may vary depending on the scope of the search but generally, a search and screen committee should include five members. Three is the minimum.
- Members should be chosen who will be able to help with recruiting effectively.
- To allow all faculty the opportunity to participate in this important process, committee membership and the chair position should change year-to-year and/or search-to-search.
- All members must have completed FIU's Search and Screen training prior to the committee beginning work. This must be done each academic year.



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- The committee will benefit from members with a variety of perspectives. Including those from underrepresented groups in the discipline is one way, but not the only way, to do this.
 - If appropriate, you can appoint members from outside the department, graduate students, or professionals. There is no university requirement to have someone from outside the department, but it may be helpful to have that outside point of view.
 - Aim for demographic representation in gender and race/ethnicity.
 - Try to avoid overburdening the same faculty with multiple committees or in consecutive years. Check with them to see if they are also serving on search committees outside your department.
 - Look for a balance of ‘voices’ on the committee: everyone appointed should be someone who will be comfortable speaking their opinion to the group. You want to avoid appointing anyone who will feel intimidated or someone who has a habit of intimidation.
- Direct Supervisors and Hiring Officials (or their proxies) are not allowed to serve on search committees: for faculty searches, this means that Department chairs, School and Center Directors, and Deans are not allowed to serve. Supervisors and hiring officials should not attempt to directly or indirectly influence the committee.
- ***At no time*** should a committee member be a candidate for the position, be related to a candidate for the position, or have any other conflict of interest in the committee's work.

Additional considerations for tenure-track/tenured positions

The majority of the committee should consist of tenured/tenure-track faculty. There should be at least two members who have gone through the tenure process in the department as they understand what is required. Exceptions can be made for unusual situations (such as building up the number of tenure-line faculty in a department with few current tenured faculty).

Committee Responsibilities

The responsibility of the committee is to establish specific criteria and guidelines for conducting the search. Additional responsibilities of the search and screen committee may include the following:

- Develops a recruitment strategy that includes efforts above and beyond traditional advertising



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- Develop or review draft language for the position advertisements
- Select specific newspapers, journals, and other media to place the advertisement(s).
- Develop a timeline that will include the date(s) of advertisements, meeting dates when the committee will review and select candidates for interview (if applicable), and the date committee recommendations will be presented to the hiring official;
- Seeks and locates qualified individuals who are interested in applying for the position under consideration, utilizing the University and other sources
- Receives, reviews, and evaluates applications from candidates for the advertised position under consideration;
- Develop a list of core interview questions to ask candidates that are specifically related to the essential duties of the position
- Interview qualified individuals who applied for the position under consideration
- Participate in formal interviews, seminars, and class demonstrations and formal interviews
- Recommends candidate(s) to the hiring official

Interview Administrator

The Interview Administrator is often a member of the department staff. This role assists the committee chair by providing administrative support to the search and screen committee. Some tasks in which the Interview Administrator can assist with are:

- Scheduling committee meetings
- Scheduling interviews
- Posting public notices
- Gathering materials for the committee's review (e.g., CV's, cover letters, etc.)
- Requesting references
- Shortlisting candidates



The Office of the Provost Planning and Finance

The Office of the Provost Planning and Finance (OPPF) provides oversight responsibility for all personnel processes related to faculty, budget and finances for all academic units. OPPF will give guidance to and support to the search committee, review and approve the request to post, review and approve the ad, create the job posting, and manage the onboarding and hiring of the finalist(s). These are some items they may assist with:

- Advertising
- Faculty Posting Change Requests
- Ensuring that all committee members have access to the applicant pool
- Managing the applicant pool via PantherSoft (e.g., logging interviews, shortlisting candidates, sending reference letter requests)

THE OFFICE OF FACULTY LEADERSHIP AND SUCCESS

The Office of Faculty Leadership and Success offers *Best Practices for Hiring* workshops for faculty search and committee members.

Best Practices for Hiring Workshop

Designed to provide background information and concrete advice about effective practices and procedures to make searches more successful. Attendance is required once every three years for faculty serving on search committees. Search committee members do NOT have to come as a group; feel free to sign up for a workshop at a time convenient to you.

Search Advisor Appointment

- As part of the University's good faith efforts towards Federal and State requirements, one member of each faculty search committee is required to serve as a Search Advisor (SA) and be asked to attend an advanced workshop. SAs must first have attended a Best Practices for Hiring workshop.
- The Search Advisor is appointed by OFLS based on a discussion with the Search Committee Chair.
- For tenure-track searches, the SA needs to be a tenured member of the department.



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- This is a one-time appointment for this search only. Search Advisors are not expected then thereafter to serve on all search committees within the department. Rather, the selection is based on members of a normally appointed committee to ensure that the responsibility for inclusive practices is shared among more faculty members.

Search Advisor Role and Responsibilities

- Help with extra recruitment efforts aimed at direct and personal contact.
- Encourage the committee to utilize best practices in evaluating applicant pools.
- Guide the committee to make certain that the search process:
 - Ensures that candidates are evaluated fairly and in accordance with FIU practice.
 - Provides similar opportunities for each candidate and follows interview procedures that treat all applicants consistently.

THE DEPARTMENT OF ACCESS, COMPLIANCE, AND EQUAL OPPORTUNITY (ACE)

The Department of Access, Compliance, and Equal Opportunity (ACE) serves as a strategic campus partner to support the University's mission of continuing to build an inclusive community. ACE ensures equitable treatment of applicants, employees, and students. During the search and screen process, we are responsible for advancing, upholding, reaffirming, and monitoring policies and procedures that ensure the University complies with all applicable federal, state, local, and internal mandates. Additional responsibilities of the Department of Access, Compliance, and Equal Opportunity include the following:

- Approving the composition of the Search and Screen Committee.
- Review and certify all search committee appointments for demographic representation.
- Review and certify all applicant pools.
- Discuss the implications for the search process of underutilization of minority group members and/or women in the unit for which the search is being conducted, if such underutilization has been identified.
- Review the requirement that the committee ensures that all applicants are treated fairly and equitably, regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.



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- Review the type of assistance the office can provide to the committee, i.e., help identify recruitment sources to increase the possibility of identifying minority and/or female job applicants, and/or providing reasonable accommodations to applicants.

THE OFFICE OF CIVIL RIGHTS COMPLIANCE AND ACCESSIBILITY

The Office of Civil Rights Compliance and Accessibility (CRCA) is the university unit tasked with preventing and addressing all forms of harassment and discrimination, including sexual harassment and sexual misconduct, across the FIU community. CRCA houses the University's Americans with Disabilities Act (ADA), Title VII, Title VI, and Title IX functions. CRCA oversees the University's compliance with these laws and implementing regulations while overseeing University Regulations [FIU-105: Sexual Harassment \(Title IX\) & Sexual Misconduct](#), [FIU-106: Nondiscrimination, Harassment, and Retaliation \(Title VII\)](#), and the University policy on [Reasonable Accommodations for Faculty, Staff, Employment Candidates, and Visitors](#).

If any student, employee or applicant has a good faith belief that they have been discriminated against or harassed based on age, color, disability, gender, marital status, ethnic or national origin, race, religion, retaliation, sex or any other protected category, CRCA encourages them to [report the incident](#).

CONDUCTING THE SEARCH

THE SUNSHINE LAW

Search Committees are subject to the Sunshine Law because they eliminate applicants from consideration and make recommendations to Hiring Officials. Consequently, their meetings are considered public meetings under Florida law and must adhere to the following requirements. If any questions arise during the course of meetings as to the requirements of the Sunshine Law, the Director for Equal Opportunity Programs should be contacted. Questions will be forwarded to University General Counsel, as necessary.

1. **Open to the Public.** Members of the public may be present any time two or more members of the committee are present to address the business of the Search Committee. Because the meetings are open to the public, the meeting location must be



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accessible and accommodate the anticipated interest. While the meetings are open to the public, it is not required that members of the public be allowed to participate.

2. **Reasonable Notice.** Posting the meetings on the departmental or Division of Human Resources website and a public location will meet the notice requirement. Additionally, the posting of the notice should allow a reasonable amount of advance time (at least seven (7) days in advance) for the public to attend. Documentation of all notices must be maintained by the Search Committee Chair.
3. **Reasonable Accommodation.** An applicant or employee who meets this definition of disability must be provided a reasonable accommodation in the application and employment process. The applicant or employee must request accommodations; a search committee should not assume that an applicant who appears to have a disability will require accommodation if it is not requested.
4. **Votes may not be taken by secret ballot.** Occasionally, because of conflicting schedules, committee members are unable to attend search and screen meetings. In these instances, they may vote by telephone. However, votes may not be taken by secret ballot. Committee members are prohibited from discussing matters to be decided by them at the search and screen meetings among themselves.
5. **Minutes.** Minutes must be taken at public meetings. These minutes do not have to be extensive but must at least include the names of Search Committee members present, visitors present, and any actions taken by the committee. The names of applicants moving forward to the next stage also need to be recorded in the minutes. The minutes should be included in the records being retained regarding the search and screen.
6. **Public Records.** All documents related to the Search are considered public records. All minutes, agendas, sign-in sheets, and/or all other related documents must be submitted to the Dean at the conclusion of the Search. These records will be maintained for seven (7) years. The records retention policy can be found [here](#).

Note: When two or more committee members discuss the search via phone, email, or in person; it is considered an official meeting. All search-related discussions must be conducted within a publicly noticed meeting.

Section 286.11, Florida Statutes

All meetings of any board or commission of any state agency or authority at which official acts are to be taken are declared to be public meetings open to the public at all times, and no formal action shall be considered binding except as taken or made at such meeting.



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Florida law holds that a search and screen committee at a state university is a "public meeting" and that the committee can meet and vote by phone as long as phone lines are provided for the public to call-in. Notice of the committee's search and screen meetings should be given seven (7) days in advance and the public should be invited to attend and observe. Notice may consist of posting the committee meeting notice in appropriate places in the University. The statute does not turn a meeting into a "hearing," and persons in attendance do not have the right to comment unless the committee deems it in the best interest of the process. An official record of the meeting must be kept. This may be done by tape recording. Minutes must be written based upon the tapes, or upon notes from the meeting, and should list any decisions made by the committee.

DEVELOPING AN OUTREACH PLAN

Define and develop a plan for outreach and advertising to recruit applicants. The search and screen committee **must** document any and all outreach efforts. A list of recruiting resources, including those that reach diverse populations, is available at <https://dei.fiu.edu/resources/index.html> under Hiring Resources.

Consider the following:

1. Adopt a documented advertising strategy that includes announcements to a broad audience, as well as postings targeted to women and minority groups by utilizing the following resources:
 - National journals
 - Departments at other universities
 - Academic and professional associations (including committees within these associations)
 - Listservs
 - Websites
 - Social Media
2. Consult with colleagues and make personal contact to ask them to identify potential applicants, including those from diverse backgrounds. Consider reaching out to:
 - Faculty and academic administrators at other universities
 - Faculty and academic administrators at minority-serving institutions



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- Former students and alumni
- 3. Create opportunities to recruit applicants, including women and minorities, at conferences you attend. Cultivate excellent future candidates, both for current and future searches.
- 4. Identify individuals who have achieved excellence outside academia and contact them or send the position announcement to them.
- 5. Market the department and the campus — showcase FIU as an "employer of choice," offering academic excellence and diversity.
- 6. Ensure that all candidates and those invited for interviews are treated equitably and respectfully. Remember, how candidates are treated at FIU is important in attracting future applicants.
- 7. Evaluate the effectiveness of the committee's outreach and search efforts. Sharing the evaluation with your department and other search committees will help them do a better job.

POSTING PUBLIC NOTICES

Public notices must be posted in an appropriate place in the University, at least seven (7) days in advance, such as in [Search and Screen Public Notices](#). To post a public notice on that webpage, you may submit an [HRIS Service Request](#) via [AskIT](#), select "Public Notice" under Support Category and attach the notice in pdf format.

ADVERTISING

Once the advertisement is posted on careers.fiu.edu, a copy will be sent via email to the committee for distribution and use with external sources. This is the final approved version of the ad; no prior versions should be shared. The Office of the Provost Planning and Finance provides assistance with placing ads in external sources. Requests may be made via email to facultycareers@fiu.edu.

- Ads placed in professional journals where there are typically no introductory comments on the University or use of logos can provide just the position description and EEO statement.
- Ads placed in the Chronicle of Higher Education or other venues in which a description of the University is often provided must include the logo and About FIU section.



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All FIU faculty job advertisements must include the following EEO statement:

FIU is a member of the State University System of Florida and an Equal Opportunity, Equal Access Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability or protected veteran status.

MAKING CHANGES TO THE JOB POSTING

Any changes to the posting or the committee must be requested through a Faculty Posting Change Request, which may be submitted by the HR Liaison. Changes include:

- Permanently close the posting
- Change ad verbiage (ad changes cannot modify any of the position attributes or qualifications)
- Add positions to the posting (positions must be the same tenure status and rank as originally advertised)
- Add or remove committee members, or grant access to administrative personnel

PRELIMINARY MEETING

A publicly noticed preliminary meeting of the Search and Screen Committee shall be scheduled to accomplish the following:

1. Introduce the Search Committee Chair and Committee members. Ensure that all committee members have completed the required Search and Screen Training provided by ACE.
2. The Hiring Official will present the charge to the Search Committee in which they will outline expectations of the position, which may be taken from the approved Recruitment Plan, posting details, position description, and other information as applicable.
3. Review and establish the job announcement to ensure the committee is aware of courses and course levels to be taught and other anticipated responsibilities such as program development, publishing and/or advising. The job announcement is central to this process, where faculty positions do not have job descriptions.



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4. Discuss the announced selection criteria and the method to be utilized to review qualified applicants for the position.

CERTIFICATION OF THE APPLICANT POOL

The purpose of certifying the applicant pool is to identify whether the applicants reflect the representation of minorities and women at a level equal to or exceeding the availability data in the University Affirmative Action Plan. The most recent Affirmative Action plan information can be found [here](#). The Department of Access, Compliance, and Equal Opportunity will certify a pool using the following guidelines:

- 1) Applicant pools that include diverse representation shall routinely be certified. For positions for which the applicant pool does not reflect representation of minorities and women equal to the available data in the Plan, the recruitment effort shall be carefully reviewed.
- 2) If there is no evidence of active recruitment efforts beyond the placement of advertisements, it will be recommended that the search period be extended to allow for additional recruitment.
- 3) Upon determining that the applicant pool is diverse or that reasonable faith efforts were conducted to ensure diversity, the Department of Access, Compliance, and Equal Opportunity will certify the applicant pool. At this point, the committee may begin the screening process.
- 4) The applicant pool must be certified before the committee discusses the candidates for interview.

Definitions for terms used below:

- **Candidate or Applicant:** Anyone who has applied for the position through the FIU system.
- **Long List:** Some search committees may opt first to develop a list of long list for preliminary interviews by the search committee before coming up with a short list of 2-4 semi-finalists to recommend to the Hiring Official for full interviews.
- **Shortlist or Semi-Finalists:** The (usually) 2-4 candidates chosen by the committee to present for approval for full interviews.
- **Finalist:** The candidate from the shortlist who is selected by the Hiring Official for a job offer.



MANAGING THE APPLICANT POOL

The applicant pool is accessed through [PantherSoft HR](#) within the job posting. Requesting references, logging interviews, and shortlisting candidates should all be done in the posting.

- Requesting References – The posting should require a minimum of three references from each applicant. The applicant will provide the name and email address for each of their reference in their application. Once the search and screen committee is ready, the committee chair or Interview Administrator may request references by selecting the applicant’s reference status from within the pool.
- Managing Interviews – The committee must also keep track of the time, date, and attendees of each interview as the search progresses. This information should be sent to the HR Liaison to input in the job posting.
- Shortlisting candidates – The shortlist is the list of semi-finalists presented to the hiring official. Once the shortlist is determined it should be logged in the posting by checking off the appropriate applicants in the shortlist column. This can be done by the committee chair or Interview Administrator.

EVALUATING CANDIDATES

When evaluating applications from candidates, it is important to compare the candidate's qualifications to the search criteria. A review of best practices is provided here.

- Decide on written evaluation criteria before reviewing files. These should include any qualifications or requirements stated in the job ad.
 - Look for/rely on evidence of job-relevant qualifications
 - Create and use an evaluation tool/rubric.
- Decide the review process to be used prior to review
 - Discuss relative importance of each evaluation criterion so everyone is using the same standard
 - Determine the order of reviewing materials. Advice is to look at items written by the candidate first, so a suggested reviewing order is:
 - Research, teaching, or other statements
 - Cover letter
 - CV
 - Recommendation letters



THE INTERVIEW PROCESS

The criteria used to make this decision should reflect the criteria used throughout the search and screen process.

Interviews conducted by the committee

As with all business conducted by the committee as a body, interviews conducted by the committee must be posted publicly seven (7) days in advance. It is important that there is consistency during all phases of the interview process, including participation by the Search and Screen Committee members. All candidates should be treated similarly throughout the interview process. For example, if one candidate is interviewed remotely, then all candidates should be, even if they are local.

Candidates should be informed of who (by name and position) will interview them and whether a presentation is expected. As much information as possible should be provided so the candidates can prepare adequately for the interview, i.e., courses and course levels to be taught and other anticipated responsibilities (program development, advising, etc.). Prior to holding the interview, the committee must develop a standard list of specific core job-related questions that will be asked of all interviewees.

This list of questions should be kept with the other committee records.

- The questions should be asked in the same order.
- Note that follow-up questions can deviate from the list.

Interviews should aim to evaluate qualifications that are relevant to a faculty position.

- Questions about matters that are not job-relevant (e.g., family status, sexual orientation) must not be asked by the search committee (or anyone).
- Non-job-relevant questions are also often illegal. A chart of appropriate and inappropriate questions is available in an appendix in the Faculty Search and Screen Manual.
- Exploring non-job-relevant criteria will confound your evaluation and will likely drive away the candidate.

The committee should discuss each candidate relative to the search criteria immediately following the conclusion of the interview while the information is fresh in their minds. If these



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interviews were of the long list, another meeting should be held at which the committee decides on the shortlist to recommend to the Hiring Official.

Shortlist Interviews

Once the search and screen committee has chosen the shortlist (usually 2-4 candidates), they present the list to the Hiring Official for approval. The committee may first present the shortlist to the department and/or department chair for approval to send to the Hiring Official.

If the faculty are involved in approval,

- The shortlisted candidates' C.V.s should be made available to them at this time; it is optional to also provide any statements (research, teaching, service, etc.) to the full faculty as well.
- Approval should be done by a simple yes/no vote on each suggested shortlisted candidate.
- In accordance with FIU standard hiring practice, the search committee is responsible for narrowing the list. After they have decided on the shortlist, it may not be modified or added to. Please also note that all evaluative decisions must be made according to the Sunshine Laws.
- Faculty not on the search committee are not allowed access to application files other than the materials provided by the search committee for the shortlisted candidates.

At this point, it is recommended that the committee's work be considered complete. The former committee members may now participate in the shortlisted candidate interviews as regular faculty members, and the Sunshine Law requirement for public notice of committee meetings no longer applies.

Some units may choose to continue the responsibilities of the search and screen committee after the recommendation of the shortlist to the department and/or Hiring Official. In this case, any time two or more committee members discuss or meet with the candidates, it is considered an official meeting and must be conducted as a publicly noticed meeting.

Once the shortlist is approved, an appropriate faculty host should be identified to be the person of contact for the candidates. This may be the former search chair, the department chair, or another faculty member. The faculty host is responsible for communication with the semi-finalists regarding the interview schedule and expectations during the interview. The faculty host and/or the department chair should work with the Hiring Official or proxy to determine who will meet with the candidates during their full interviews.



Inviting Semi-Finalists to Interview

In order to ensure that your chosen candidates are well prepared to be interviewed, which will make evaluating them more effective, invitation emails and information packets should be prepared in advance so they can be sent promptly.

As appropriate, the following information should be provided to the semi-finalists prior to their interviews:

- Travel Itinerary
- Detailed interview schedule including names and titles of interviewers, as well as locations
- Contact information in case of travel delays, logistical questions
- Background information on FIU and the department
- Contacts for the candidate if they need to request accommodations for a disability (also see Reasonable Accommodations, below)
- Information on the locations and accessibility of campus locations involved in the visit
- Information on family-friendly policies, benefits, and dual career services.

During and After the Interviews

Provide relevant information about the shortlisted semi-finalists to the people who will be meeting with them. This may include their C.V. and application statements. This will not only help them to ask better questions, but will also make a better impression on the candidate.

All persons who will be interviewing with or meeting with the semi-finalists during the full interviews need to refrain from asking non-job-relevant questions, especially from asking illegal ones. Provide them with this portion of the manual to help them.

Because the successful candidate will be joining the department faculty, it is advisable for the faculty to have input on the hiring decision. After each semi-finalist interview, ask the faculty who met with the candidate for their feedback on specific aspects of their potential to be a contributing member of the department. We recommend using a standard evaluation form or rubric, which could also be administered online.

Some departments may wish to hold a meeting to come to a consensus decision on each interviewed semi-finalist. A simple yes/no vote on whether each candidate is acceptable should be taken. Ranking the semi-finalists should be avoided as that does not follow standard FIU hiring practice. A short statement about each semi-finalist's strengths and weaknesses should be prepared and provided to the Hiring Official.

After the full interviews of the semi-finalists are complete and the feedback assessed, the results are passed along to the Hiring Official.



Committee Reformation

If the Hiring Official determines that the shortlist is inadequate, or is unable to select a finalist, the committee may be asked to reform and select a new shortlist or add to the existing list. This may require readvertisement of the posting.

REASONABLE ACCOMMODATION

Under the Title I (employment) regulations of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act, the University cannot refuse to hire qualified persons with a disability simply on the basis of the disability. Under the law, an individual with a disability is a person who has:

- A physical or mental impairment that substantially limits one or more major life activities
- A record of such an impairment; and or
- Regarded as having such an impairment

An applicant or employee who meets this definition of disability must be provided reasonable accommodation throughout the application process. The applicant or employee must request accommodations.

If an applicant requests accommodation in the application process, the committee chair should contact the Office of Civil Rights Compliance and Accessibility. The applicant should have input into the type of reasonable accommodation provided, but the University has the ultimate decision in the specifics of how the applicant will be accommodated. The University's Reasonable Accommodations for Faculty, Staff, Employment Candidates, and Visitors can be found [here](#).

Note: A search committee should not assume that an applicant who appears to have a disability will require accommodation if it is not requested. Even though an applicant discloses the need for an accommodation before an offer of employment, an employer still may not inquire as to:

The nature of a disability;

The severity of a disability;

The condition causing the disability;

Any prognosis or expectation regarding the condition or disability; or

Whether the individual will need treatment or leave because of the disability



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APPENDIX A: Interview Questions

Below is a guide for best practices for interview questions:

Don't Ask...

It is not permissible to ask questions directly or indirectly alluding to:

- Race
- Persons with Disabilities
- Pregnancy Discrimination
- Political Beliefs
- Religion
- Color
- Veterans Gender National Origin
- Marital Status
- Sexual Orientation

See below for additional guidelines on appropriate interview questioning:

| | <u>APPROPRIATE</u> | <u>INAPPROPRIATE</u> |
|--------------------|--|--|
| Address | How long have you lived "in this area?" | List of previous addresses, how long have you lived at specific address |
| Age | None | Questions about age or questions that would reveal age, requests for birth certificate. |
| Birthplace | None | Birthplace of applicant or applicant's parent's, spouse or other close relatives |
| Citizenship | May ask questions about legal authorization to work in the specific position, <u>if all applicants are asked</u> | May not ask if person is a U.S. citizen |
| Convictions | May ask if any record of criminal convictions and/or offenses exists, <u>if all applicants are asked</u> | Questions about convictions unless the information bears on job performance. Questions that would reveal arrests without convictions |

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| | | |
|---|---|---|
| Disability | May ask about applicant's ability to do job-related functions, <u>if all applicants are asked</u> | Questions (or series of questions) that is likely to solicit information about a disability |
| Education | Inquiries about degree or equivalent experience | Questions about education that are not related to job performance |
| Family | None | Number and ages of children, childbearing/rearing queries |
| Marital or Family Status | Whether applicant can meet work schedule or job requirements (should be asked of both sexes) | Any inquiry about marital status, children, pregnancy, or child-care plans |
| Military | You may ask if a candidate has served in the Armed Forces of the United States or in a State Militia. | You may not ask about military service in the armed forces of any country except the U.S., nor may you inquire into one's type of discharge |
| National Origin | May ask all applicants if legally authorized to work in this specific position | May not ask if person is a U.S. citizen |
| Organization | Inquiries about professional organizations related to the position | Inquiries about professional organizations suggesting race, sex, religion, national origin, disability, or sexual orientation |
| Personal Finances | None | Inquiries regarding credit record, owning a home, or garnishment record |
| Political Affiliation | None | Inquiries about membership with a political party |
| Race, Color, or Sexual Orientation | None | Comments about complexion, color of skin, height, weight, or sexual orientation |
| Religion | Describe the work schedule and ask whether applicant can work that schedule. Also, suggest that accommodations to schedule are possible | Inquiries about religious preferences, affiliation, or denominations or religious holidays observed |
| Work Experience | Applicant's previous employment experience | Stereotypical inquiries regarding protected group members |