



SEARCH PROCESS

Guidelines for Selection/Advisory Committees

- The goal of this briefing is to help you recognize and manage potential EEO issues in the academic search process



UNIVERSITY
of HAWAII®
MĀNOA

Committee

Confidentiality

Conflict of Interest

**Implicit Bias &
Assumptions**

**Protected Classes &
Pre-Employment
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**Accessible
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Confidentiality



- ALL applicant names are confidential in **perpetuity** (per H.R.S. Chapter 92-F)
 - Information on who applied and the number of applicants should remain **confidential**.
 - Names can be revealed when they become the finalists.
 - Do not engage in conversations when people request information regarding internal/external candidates. Refer them to the Selection/Advisory Committee Chair
- Leaks are damaging to the credibility of the search process
- Best practice is to have one point of contact for search committee (more than likely it is the Chair of the search committee)
 - This is to ensure that consistent information is being relayed if applicants have questions/concerns.
- Best practice is to not use email to discuss candidates as it is too easy for information to be forwarded. Suggestion is to use a discussion forum like Laulima or to skype someone into an in-person meeting.

Conflict of Interest

Use your best judgment



Disclose/Inform the committee of any potential bias (pros or cons) you may have regarding any applicant so that the committee can determine whether it is necessary for you to recuse yourself.

- If you are related by blood or marriage, are married to the applicant, are in a close personal friendship outside of office, or fiduciary relationship with the applicant, you are expected to recuse yourself.
- If your CV and the applicant's CV are remarkably similar (for example, if you have published extensively together, you have worked with the same people/ institutions), you should recuse yourself from being able to vote on this person's application because you may be too closely related professionally to the applicant
- If you are listed as a reference for an applicant or have written a letter in support of the applicant, you should recuse yourself from being able to vote on this person's application, as well as excuse yourself while discussions take place. This will minimize any appearance of a conflict of interest.
- If you served on a dissertation committee for an applicant in the last five years, it is seen as too close because you arguably have an interest in the success of your former student- you should recuse yourself from being able to vote on this person's application, as well as excuse yourself while discussions take place.

Implicit Bias & Assumptions



For a more in-depth training on implicit bias and assumptions, please contact the Office of Vice Chancellor for Academic Affairs.

Research shows that each of us have unconscious bias formed by our own personal experiences and education. Throughout the hiring process, we need to manage those biases.

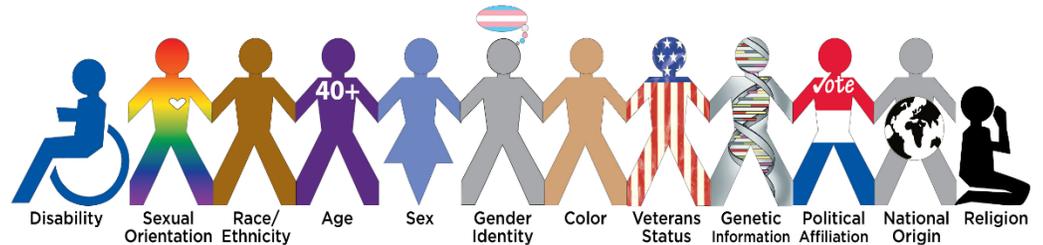
- For example: In a national study, 238 academic psychologists evaluated a resume randomly assigned a male or female name. Both male and female evaluators gave the male applicant better evaluations for teaching, research and service, and both were more likely to hire the male candidate. (Steinpreis, et al., 1999)

To help you be aware of your possible biases, we suggest taking the [Implicit Association Test](#) (IAT) by Harvard University.

As a member of a search committee, it's important to help each other manage your biases by:

- Agreeing to support each other and to call out unconscious bias
- Asking each other to justify decisions
- Relying on each other to make decisions collectively

Protected Class & Pre- Employment Inquiries



Federal & State

- Race
- Color
- National origin
- Ancestry
- Sex
- Pregnancy
- Religion
- Age
- Disability
- Breastfeeding

Federal Only

- Citizenship
- Veteran's Status
- Genetic Information

State Only

- Marital Status
- Sexual orientation
- Gender identity & expression
- Arrest & Court record
- Victims of domestic or sexual violence (includes stalking)
- Income assignment for child support
- National Guard absence
- Credit history
- Whistleblower

The list on the left encompasses the various protected classes as defined under both Federal and State laws.

- It is *illegal* to screen applicants, have interview questions, and discuss these topics during the entire selection process.
- The committee's decision-making cannot be based on any of these listed protected classes.

For example: Many committees have asked whether it was appropriate to ask about spousal hires or if an applicant could be eliminated because they are requesting a spousal hire. It is illegal to ask about marital status and illegal to base your hiring decision on information that is protected.

* The search committee should avoid further inquiry/discussion regarding the protected information, and the same information should not have any impact on your decision at all.

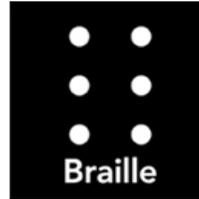
Interview Questions



- Interview questions should be structured. You would ask the same questions to each applicant, if you have follow-up questions based on their answer or CV then it will be okay to deviate from the original structured questions.
- Aside from technical questions to gauge whether they have the skills for the job, think of the behaviors you as a committee are looking for in a faculty member/colleague, because although you want the most qualified person, you also want to look for a person who will “fit” in with the department/College to ensure the good working relationship amongst all members.
- To help ensure that questions are compliant with EEO guidelines, work with your college HR department.

Accessible Interview

For further information regarding facilitating accessible interviews for individuals with disabilities, please go to this resource sheet which has additional contact information for your use.



If an applicant requests accommodations for the interview process, please be sure to work with them to ensure fairness and accessibility to the interview.

For example: It is best practice that when you schedule your interviews you would inform each applicant what is involved in the process (e.g. writing exercise, presentation, walking tour, luncheon, etc.).

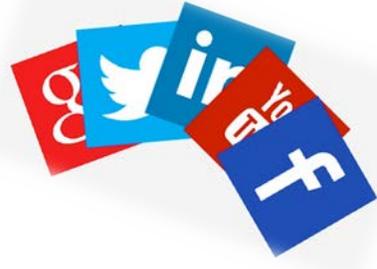
In addition, it would be appropriate to inform them of the location of the building and access to it. If the interview is located on the 4th floor of Keller Hall, the nearest elevator can be found in the adjoining building in PSB. If the elevator is not reliable, consider relocating the interviews on a more accessible floor.

*If you are already aware of an applicant needing accommodations (i.e., for an internal applicant) we have to offer the accommodations.

Due Diligence & Social Media

For the candidate release form, go [here](#).

If the link does not work, please go to the UH Manoa Human Resources website under Supervisor's toolbox.



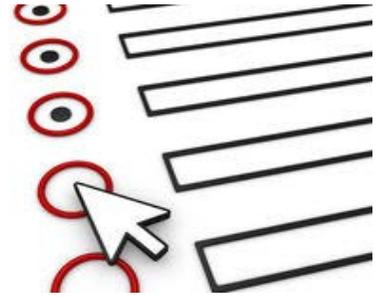
Due Diligence

- It is imperative for all Committee Chairs to complete their due diligence for applicants. It is best practice to do reference checks of applicants who are invited to campus before the invitations go out. Typically, the College invests approx. \$3,000 to \$5,000 for each applicant to visit campus- it would be a waste of resources if you invite them and then do your due diligence and their references are negative.
- Reference questions should also be structured, each reference person should be asked the same questions.
- The candidate release form allows for you to receive reference checks from people the applicant did not list (i.e., indirect references).
 - For example, if you have a colleague working at the same institution as the applicant, you can reach out to the colleague and complete a reference check on the applicant.
 - Prior to receiving the candidate release form, you can only check with the references the candidate has provided.
 - It is best practice to contact an applicant's former and current supervisors, please be reminded you will need permission from the applicant to do this.
 - If an applicant does not give their permission for you to contact their supervisor, you must respect this and inform them that the committee will base their decision on information that is readily available.

Social Media

- Due to the evolving nature of social media, it is easy to access information regarding various applicants. Keep in mind that this may include information about protected class status, and other information that is not relevant to your decision making.
- Best practice – if you are going to engage in social media searches at all, do a social media search when you have a short list/finalist list because once you do **one** social media search for an applicant, you must do a search for **all** applicants.
- Be responsible when searching online; should you uncover negative information, you should bring it immediately to the Chair of the committee for he/she to handle.

Applicant Data System



To access the Applicant Data System (what used to be known as the Form 17), please go [here](#).

To read about the Federal Uniform Guidelines, please go [here](#).

For UH policies on recruitment please review AP 9.540 or go [here](#).

The Applicant Data System is an online human resource program. The system performs functions such as:

- Informing applicants that their application has been received
- Surveying applicant sex, ethnicity, veteran, and disability status for federal EEO reports
- Tracking the screening process
- Prompting hiring units to adhere to EEO guidelines

Best Practice:

- Determine who will have access to the ADS (usually it is the Selection/Advisory Committee Chair and Administrative support).
- Determine who will input the initial information of applicants.
- Enter the applicant's names into the ADS System as soon as you receive their application packet, this will generate an email to the candidate informing them that you received their application.
- Determine how the committee will keep track of the selection process (i.e., excel sheet with a matrix of MQ/DQs).
- Selection/Advisory Chair should input the information when the committee has narrowed down their candidates.
- At end of screening/selection process, Section/Advisory Chair, HR Representative, and Dean must verify that the selection process was appropriate and followed the Federal Uniform Guidelines on Employee Selection Procedures and Executive Order 11246.

Resources

There are various resources available for you that may not be included on this list.

Be sure to contact your College HR office.



UH Mānoa Campus

Dee Uwono
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Title IX Coordinator
Hawai'i Hall 124
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