



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



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MĀNOA

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Position

Before the development of the position description, it is strongly recommended that the Department do the following things outlined on this page, by doing so it will ensure a more thoughtful creation of a faculty position.

*** Every unit is different - sometimes the Department is provided the position description and faculty are unable to modify it other times, the position description will be developed by the Selection/Advisory committee then sent to the Department for review and voting. Please defer to your department internal process guidelines on this.*



In Human Resources, we believe the recruitment does not start at the reviewing of applications, instead it is at the stage of developing the position description, which is the reason we encourage you to start the entire recruitment process by having a meeting to discuss:

- *What direction does the Department want to move in?*
- *How will this position advance/contribute to our Department?*
- *How will this position add value to our current faculty?*

Once the department decided on the needs of this position, we recommend discussing how the department can attract a great applicant pool by looking at the job ad/position description (pd):

- *Does the job ad/pd need to be updated?*
- *Does the language on the ad/pd attract candidates?*
- *Is the language in our ad/pd inclusive?*
- *Does the duties and responsibilities of the position align with Department/Student needs?*
- *Does everyone in the department have the same understanding of what the minimum and desirable quals mean?*

Review your current search process:

- *Does everyone have the same understanding of what your recruitment process entails?*
- *Does your process reduce/address structural bias?*
- *Do we use relevant, equitable, and valid criteria when we review applications?*

Recruitment



We encourage you to advertise your position widely, to help make sure that you attract the best applicant pool possible. This will help us recruit the broadest range of future faculty members, whose diverse backgrounds and perspectives will help enrich our University. And a broader applicant pool means you have access to the best potential fits for your unit's needs. When it comes to advertising widely, consider advertising in the following ways:

- Utilize listservs dedicated to minority groups within your field (such as WISE – Women in Science and Engineering).
- Consider using social media. Different departments across campus have had success in attracting successful, diverse applicants by using Twitter, Facebook, or industry specific blogs to advertise their job openings.
- Check out different job boards or job lists that are targeted towards different minority groups within your field.
- Leverage the resources of your department! Ask your colleagues if they know of places to advertise (such as listservs, blogs, Facebook groups, etc.), and ask if they would be willing to aid in your recruitment efforts by sharing the job announcement.
- Remember that as a committee you're not looking for cultural fit (people who would fit in with your departmental culture – tend to be the same as you) but cultural contribution (people who can add and bring value to your department).

Committee

Discussing who will be on the committee should occur before drafting the position description, this will allow the Administration to receive input from various constituencies of what the needs are for the Department and the position itself.



Things to consider when forming your selection/advisory committee:

- Number of committee members
- Diversity
 - Tenured/Non-tenured
 - Race
 - Sex
 - Discipline
- As of Spring 2021, a Search Advocate is required to serve as an ex-officio member on all tenure-track faculty positions. To request for a [Search Advocate](https://manoa.hawaii.edu/ovcaa/requesting-a-search-advocate/) please go to: <https://manoa.hawaii.edu/ovcaa/requesting-a-search-advocate/>.

However, if you are unable to get an assigned Search Advocate it is strongly recommended that you utilize a faculty member outside your School/College to serve on the committee so that they can provide an outside perspective.

First Meeting

The first meeting is aimed to address the Search/Advisory Committee members once they have been identified.



We encourage you to start the entire recruitment process by having a meeting to discuss:

- *The departments recruitment process*
 - *Discuss timeline of recruitment.*
 - *Discuss how or what metrics will be used to assess candidates (e.g., 1 through 5 scale or meets/does not meet).*
 - *Discuss potential conflicts of interests and how to manage them, if applicable*
 - *Discuss reference checks/due diligence and social media aspects.*
 - *Discuss how public talks will be used in assessing candidates.*

Once the committee has outlined the above matters, we strongly suggest that you then go over the following:

- *The position description/job ad:*
 - *Does everyone on the committee have the same understanding of what the minimum and desirable qualifications mean?*
- *Is there room to change the language on the job ad?*
- *Discuss what additional documents are needed for application (e.g., Cover letter, diversity statement, etc.)*

Confidentiality

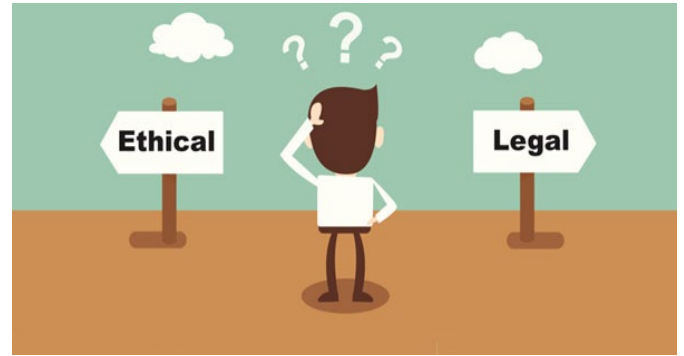
[General Confidentiality Notice](#)



- 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 Lulima or to skype someone into an in-person meeting.

Conflict of Interest

Use your best judgment, please document how the committee will manage any potential conflicts of interest or biases that may occur.

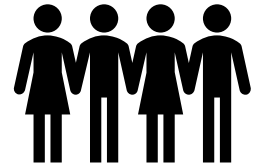


Disclose/Inform the committee of any potential bias (pros or cons) you may have regarding any applicant so that the committee can discuss and determine whether it is necessary for you to recuse yourself.

Situation	Recuse yourself from the committee entirely	Recuse yourself from discussing the applicant
If you are related to the applicant 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 entirely from the committee	X	
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)		X
If you are listed as a reference for an applicant or have written a letter in support of the applicant		X
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		X

There are two types of recusals 1) complete recusal from the process (not participating in the discussion of or voting on any candidates for a given search) or 2) recusal from discussion of and/or voting on a candidate.

Managing Internal or Known Applicants



Internal Candidate: refers to an individual who is already employed by the institution (e.g., a university, college, or academic department) and is applying for a new or permanent position or promotion within the same organization

Known Candidate: in a recruitment process refers to an individual who is already familiar to the hiring committee or decision-makers through prior interactions, professional relationships, or past employment

Internal candidates often have the advantage of familiarity with the institution's culture, processes, and strategic goals, and they may already have a proven track record within the organization. However, their candidacy *should be evaluated alongside external applicants*, and their internal status does not guarantee selection.

While being a **known candidate** might offer advantages like having a proven reputation or established relationships within the organization, the recruitment process should still *ensure fairness and transparency* so that all candidates—both known and unknown—are *evaluated based on their qualifications, experience, and fit for the role*.

For detailed guidance, please go to the linked [PDF](#):

- This document will cover how to manage internal or known candidates as a Search Advisory Committee member in the below areas:
 - Before reviewing applications
 - Managing existing relationships
 - Application review
 - Interview process
 - After the interview process
- It will also cover information for an individual that is an internal or known candidate providing reminders on:
 - Staying professional and objective
 - Maintaining Discretion

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 “add value” in the department/College to ensure the best working relationship amongst all members.
 - Example: Can you tell us of a time in which you had to work with a difficult colleague; how was it challenging and how did you deal with it and what was the outcome?
 - In addition, consider providing an assessment during the interview process, for faculty hires, the committee invites the candidate to conduct a public talk on campus; consider having the talk tied to their position advertisement. For non-faculty hires, having candidates complete an assessment tied to their position description will allow for a better gauge of their skillset.

- To help ensure that questions are compliant with EEO guidelines, work with your college HR department.

RCUH has a great job interview guide that provides sample interview questions for job related competencies it can use, email your respective HR Representative, EEO/AA or Faculty Excellence for a copy.

Managing Bias & Assumptions

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



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.

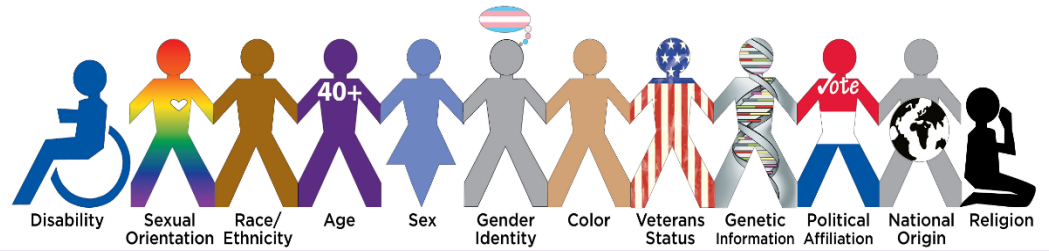
- For example: In a national study, 238 academic psychologists evaluated a resume randomly assigned a male or female name. Both male and female evaluators gave the male applicant better evaluations for teaching, research and service, and both were more likely to hire the male candidate. (Steinpreis,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

To help you be aware of your possible biases, we suggest taking the [Implicit Association Test](https://implicit.harvard.edu/implicit/) (IAT) at <https://implicit.harvard.edu/implicit/> 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
- Sexual Orientation & Gender Identity

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
- Salary History
- Reproductive Health Decisions

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.

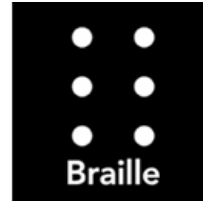
For example: Many committees have asked whether it was appropriate to ask about spousal hires or if an applicant could be eliminated because they are requesting a spousal hire. It is illegal to ask about marital status and illegal to base your hiring decision on information that is protected.

* 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.

[HCRC Pre-Employment Lawful/Unlawful Inquiries related to Protected Classes](#) ← this link

<https://labor.hawaii.gov/hcrc/files/2013/01/Pre-Employment-Inquiries-11-9-2020.pdf>) will take you to a matrix indicating what questions are appropriate and not appropriate to ask during the interview process.

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 accommodation 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.

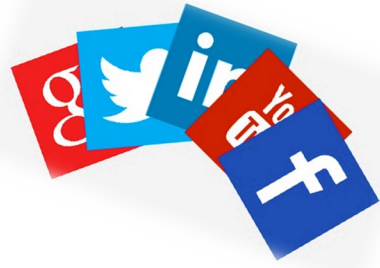
*If you are already aware of an applicant needing accommodations (i.e., for an internal applicant) we must offer the accommodations.

Be Proactive

Due Diligence & Social Media

For a copy of a candidate release form, go [here](#).

If the link does not work, please go to the Office of Human Resources website: <https://www.hawaii.edu/ohr/>



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 to Assess Candidates

- 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.



Recruitment Files

To read about the Federal Uniform Guidelines, please go to :

<https://goo.gl/GFpBr3>

For UH policies on recruitment please review AP 9.540 or go to:

<https://goo.gl/yxaK6y>.

Recruitment files including notes are to be kept for three (3) years AFTER the position has been filled.

- Be sure to keep notes of discussions as that is all part of the recruitment files.
- Be sure to track the screening process.
 - How the committee is defining its thresholds, clarifying the terms used in the advertisement, and ranking of the applicants throughout the process from reviewing of application packets, to first round of interviews, to presentation/assessment, to final interview processes.
- At end of screening/selection process, Selection/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.
- If the recruitment is challenged, the recruitment file will be requested for review.

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

Equal Employment Opportunity
2442 Campus Road
Admin Services Bldg 1-102
956-7077
eoo@hawaii.edu

Office of the Vice Provost
for Academic Excellence
Hawaii Hall 209
956-4571
acadper@hawaii.edu

Samples

At times, units have requested samples of:

- Job ads/pds of positions that are inclusive*
- Diversity statements*
- Interview Questions*
- Applicant qualification matrix (to see the progression on how applications moved forward in the process)*
- Feedback evaluation sheets for public talks*

Feel free to contact one of the above offices for samples.