Check List & Quick Guide to EHRA / Faculty Recruitment

Complete Guidelines for EHRA and Faculty recruitment online at:
http://www.uncw.edu/hr/employment-hiring.html

Initiate Recruitment, Confirm EHRA status

1. □ Position Description is created or updated in People Admin for EHRA non-faculty position or Dean’s Memo to recruit is submitted in People Admin for Faculty position
   - Include publications/websites to advertise and budget number to charge for advertising (will be advertised in at least one online professional journal, currently Inside Higher Ed)
   - Name and contact information of Search Chair and membership of committee if known

2. □ HR representative meets with Hiring Official and search committee to review guidelines and identify outreach options for increasing diversity.

Search Committee Process

3. □ Each member of the Search Committee contacts their “List of 5” to solicit applications.
4. □ Search Committee reviews candidates, determines pool from which phone interviews will be conducted.
5. □ Search Chair forwards selected Preliminary Interview candidates to the Assistant/Coordinator. The Assistant/Coordinator moves Preliminary Interview candidates through People Admin for EEO analysis; HR provides OK, or asks for second look at racial/ethnic minorities or women candidates.
6. □ Search Chair forwards Final Interview candidates to Assistant/Coordinator to enter in PeopleAdmin.
   - Assistant/Coordinator sends to Department Chair/Dean or Vice Chancellor for approval in PeopleAdmin; Department conducts phone or on-campus interviews and notifies candidate that if they become a finalist, their identities will be released to campus and no longer confidential.
7. □ Search Chair forwards strengths and weaknesses of all Final Interview candidates to Assistant/Coordinator.
   - Assistant/Coordinator enters the strengths and weaknesses in PeopleAdmin and forwards to the Hiring Official for approval.
8. □ Final candidate(s) must complete a background check release form and send it directly to HR.
   - Search Chair must contact HR at ext. 22103 to give authorization to run the background check.
   - Note: For positions that are Senior Academic Officers Tier I or II (Vice Chancellors or Deans, Associate Vice Chancellors, etc.) the candidate’s background and credential check must be completed prior to the on campus interview.

Approval and Intent to Offer  (Please note an offer may not be extended until step 9 is complete and HR approval received.)

9. □ Hiring Official prepares hiring recommendation via Hiring Proposal in People Admin and sends to Dean/Vice Chancellor for approval and HR for certification of search process and clearance of background check.
   - Hiring Proposal including methods used to increase the diversity of the applicant pool, screening measures, and selection criteria.
   - Comparative evaluation of on-campus interview candidates including brief rationale for selection decision and results of reference checks.
   - Address any potential nepotism/conflict of interest issues regarding the recommended candidate.

10. □ Dean/Vice Chancellor and HR approval received. Department Chair/Director extends a verbal offer to candidate; Dean/Vice Chancellor can issue a confirmation of verbal offer in writing (template provided by HR), subject to Provost (within Academic Affairs) and HR approval. Search Chair contacts remaining applicants to let them know the outcome of the search.

11. □ Hiring Official sends acceptance information and documents below to Dean who forwards it through the Vice Chancellor/Provost to HR. Hiring Official enters offer accepted information into PeopleAdmin.
   - Letter of Interest and Curriculum Vitae
   - EHRA/Faculty Personnel Data Sheet
   - Official transcripts, letters of recommendation, and “Certification of Credentials and Qualification” (for faculty hires only).
   - Form HR 3,35 EHRA (Permanent Personnel Assignment Form).

Official Offer of Employment and Appointment Letter

14. Department Chair/Director must notify the Office of International Programs if the candidate hired is not a U.S. Citizen.
15. Search files must be kept in the department for 3 ½ years from the effective date of the appointment; 5 years if foreign national hired.

Human Resources
05/23/2016
REAFFIRMATION OF COMMITMENT TO EQUAL EDUCATION AND EMPLOYMENT OPPORTUNITY

The University of North Carolina at Wilmington is committed to and will provide equality of educational and employment opportunity for all persons regardless of race, sex (such as gender, marital status, and pregnancy), age, color, national origin (including ethnicity), creed, religion, disability, sexual orientation, political affiliation, veteran status, or relationship to other university constituents -- except where sex, age, or ability represent bona fide educational or occupational qualifications or where marital status is a statutorily established eligibility criterion for State funded employee benefit programs. This affirmation is published in accordance with 41 CFR Part 60 and is implemented in accordance with Title VII and Title IX of the Civil Rights Act of 1964, as amended; Executive Order 11246; the Rehabilitation Act of 1973; the Vietnam Era Veterans’ Readjustment Assistance Act of 1974; the Civil Rights Restoration Act of 1988; and NC General Statutes Chapters 116 and 126.

To ensure that equal educational and employment opportunity exists throughout the university, a results-oriented equal opportunity/affirmative action program has been implemented to overcome the effects of past discrimination and to eliminate any artificial barriers to educational or employment opportunities for all qualified individuals that may exist in any of our programs. The University of North Carolina at Wilmington is committed to this program and is aware that with its implementation, positive benefits will be received from the greater representation and development of previously under-utilized human resources.

STATEMENT ON DIVERSITY IN THE UNIVERSITY COMMUNITY

In the pursuit of excellence, UNC Wilmington actively fosters, encourages, and promotes inclusiveness, mutual respect, acceptance, and open-mindedness among students, faculty, staff, and the broader community. Diversity is an educational benefit that enhances the academic experience and fosters free exchange of ideas from multiple perspectives. Diversity includes, but is not limited to race, sex, age, color, national origin (including ethnicity), creed, religion, disability, sexual orientation, political affiliation, veteran’s status, gender, educational disadvantage, socio-economic circumstances, language, and history of overcoming adversity.

UNLAWFUL HARASSMENT, DISCRIMINATION, AND RETALIATION

The University of North Carolina at Wilmington affirms that students and employees are entitled to an educational and employment environment free from unlawful harassment or discrimination based on that individual’s race, sex (such as gender, marital status, and pregnancy), age, color, national origin (including ethnicity), creed, religion, disability, sexual orientation, political affiliation, veteran status, or relationship to other university constituents, and expressly prohibits unlawful harassment or discrimination of any individual among the university community engaged in educational or employment pursuits. Further, no student or employee shall be subject to retaliation for bringing a good faith complaint pertaining to unlawful harassment or discrimination or for protesting such behavior directed against another member of the university community.

For more information concerning ways in which our multicultural learning community may be nurtured and protected or complaint resolution procedures, contact the Office of Campus Diversity, the Office of the Dean of Students, the Office of Academic Affairs, or the Office of Human Resources.
Suggestions for Increasing Diversity in Applicant Pools

1. **List of 5 (Required for all faculty searches)** Each search committee member contacts five colleagues within their discipline from other institutions and asks for nominations of individuals with potential for success. These individuals are in turn contacted by the committee to encourage their application for the position.


3. **Conferences** Networking at professional conferences/meetings to identify and approach potential candidates.

4. **Professional Organizations** Contact traditional professional organizations that have affiliated groups for women, minorities, and other underrepresented groups and identify a means of making them aware of vacancy (i.e. list serv, job posting, etc.)

5. **Adding language to the advertisement to help attract diverse candidates**
   - “Demonstrated success in working with diverse populations”
   - “Experience interacting with diverse populations or student of color”
   - “Academic experiences with culturally diverse populations”
   - “Interest in developing and implementing curricula related to culturally diverse populations”

6. **Broadening the Net** Consider degrees from colleges and universities outside those traditionally targeted. Look for potential in candidate’s service to the university on committees. Contact institutions and ask for a list of graduates in the discipline of interest.

7. **Include a link to the Office of Campus Diversity on departmental webpage featuring vacancies.**
Hiring Foreign Nationals

Because UNCW is attracting an increasingly larger pool of international applicants, it has become necessary to modify our recruitment and selection process to facilitate and expedite the sponsorship process for permanent residency for foreign nationals hired into faculty positions by the university. The following reflects the current guidelines as well as pending revisions to help alleviate the burden on the department chair of collecting necessary documentation post-hire.

1. At least one print or online advertisement must be placed in a national professional journal or publication. “Pointer” ads (those that direct interested individuals to a web site for more information) have had mixed results from the Department of Labor when used in correlation with a permanent residency application. At minimum, advertisements should include the following elements:
   - Description of role, including essential functions, principal duties and responsibilities;
   - Description of minimum and preferred qualifications and attributes;
   - Date screening will begin; and
   - Application instructions which specify the information necessary for an application to be considered “complete.”

   Note: In many cases, the department wishes to cast a “broad net” to attract a well-qualified pool in a variety of subjects. If this is the case, HR can assist the department on wording to help ensure the ad won’t hinder a permanent residency application.

2. The responsibility of the search committee is to review application materials for advertised requirements and preferences that indicate the potential for success in the position. Each committee member should independently review the materials to determine their preferred candidates before meeting to discuss and compare selections with other committee members. The search committee should reach consensus on all applicants to be interviewed or referred to the Department Chair. Reasons for “non-selection” (i.e. incomplete application, ABD, etc.) should be maintained on each applicant who does not progress in the search. Such reasons must be reported to the Department of Labor for each U.S. citizen in correlation with the application for permanent residency for the foreign national.

3. The Department Chair must notify the Office of International Programs (OIP) if the candidate hired is not a U.S. Citizen. OIP will work with the individual to ensure they have the appropriate documentation to work in the United States. The Provost will review requests to sponsor permanent residency petitions on behalf of foreign nationals hired into faculty or research positions. An “Initiation of Permanent Residency Process for UNCW Employees” form should be completed and signed by the Department Head, Dean, and Provost and forwarded to OIP for processing.

4. The Department Chair is responsible for maintaining search files for a period of 3 ½ years from the effective date of the appointment -- including letters of reference as well as search committee-related documentation and notes. Search files related to the hiring of a foreign national sponsored for permanent residency should be maintained 5 years from the effective date of the appointment.
## Interview Evaluation Form

**Candidate Name:** _______________________________  
**Date:** _______________________________

**Position:** _______________________________  
**Interviewer:** _______________________________

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**Additional Comments:**

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

**Recommended Action:**

- [ ] Strongly recommend
- [ ] Recommend with reservation
- [ ] Do not recommend
UNC Wilmington – Reference Check Template

Section I: Applicant Information

Last Name ____________________________ First Name ____________________________ Middle Initial ____________________________

Position title ____________________________ College/Org and Department/Unit ____________________________

Section II: Reference Contacted

Person Contacted ____________________________ Employer/Organization ____________________________ Phone Number ____________________________

Position title of person contacted: ____________________________ Length of association to candidate ____________________________

Relationship to candidate:  □ Supervisor    □ Co-Worker    □ Academic    □ Other Describe: ____________________________

1. Briefly provide the reference with a summary of the candidate’s statement of his/her duties in the former position. Does this summary accurately reflect the candidate’s duties and responsibilities?

2. Please discuss the work experience this person has in an applied setting.

3. What research and/or grants are you aware of with which they have been most recently involved?

4. What are your perceptions of this person as an instructor in the (area) classroom? Give examples of the courses taught.

5. How well does this person interact and relate to undergraduate and graduate students?

6. What areas could the candidate improve upon?
7. Please provide examples of the candidate's experience with and/or commitment to diversity in the work/academic environment.

8. Describe the candidate's work ethic in the context of trustworthiness, dependability and initiative.

9. Is there anything else you would want us to know about this candidate?

Section IV: Required Signature

[Signature of Person Checking References]  [Date]
Sample Faculty Interview Questions

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty member be split and into what areas?
7. What changes have you brought to the teaching of ______________?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where would this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved over the past few years?
16. What pedagogical changes do you see on the horizon in your discipline?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less motivated or under-prepared student?
19. Have you involved your students in your research?
20. What are you current research interests?
21. What are the most recent book and article that you’ve read?
Interview Questions to Avoid

Questions that relate to an applicant’s race, sex (such as gender, marital status, and pregnancy), age, color, national origin (including ethnicity), creed, religion, disability, sexual orientation, political affiliation, or veteran status cannot be asked during an interview.

The following questions are some that should be avoided.

1. Are you a US citizen?
2. Where were you born?
3. What is your birth date/How old are you?
4. Do you have a disability?
5. Are you married?
6. What is your spouse’s name?
7. What is your maiden name?
8. Do you have any children/Plan to have any children?
9. Do you have child care arrangements?
10. What is your race or ethnic origin?
11. Which church do you attend?
12. What is your religion?

The following questions are allowable, but should only be asked with there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

1. Do you have any responsibilities that conflict with the job’s attendance or travel requirements?
2. Are you able to perform the duties on the job description with or without reasonable accommodations?
3. Do you have any conflicts that you prevent you from working the schedule as discussed?
4. What languages do you speak or write fluently?
5. Do you have any relatives currently working for UNCW?
6. Would you have a problem working overtime if required?
7. Would anything prohibit you from making a long-term commitment to the position and institution?
Sample Interview Questions

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4. How does this position fit into your overall career goals?
5. Describe the duties of your current job.
6. What do you dislike most about your current job?
7. What is your favorite part of your current job and why?
8. What are the three college courses that best prepared you for your current job?
9. What qualities or experiences make you the best candidate for this position?
10. Describe two or three major trends in your profession today.
11. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
12. Describe a situation in which you did “all the right things: and were still unsuccessful. What did you learn from the experience?
13. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
14. Why did you choose this profession/field?
15. What new skills have you learned over the past year?
16. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
17. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
18. Describe the best boss and worst boss you have ever had.
19. Describe your ideal job.
20. What would your coworkers or supervisor say about you?
21. Can you describe how you go about solving complex problems? Please give an example.
22. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
23. What new programs or services would you start if offered the position?
24. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
25. Tell us how you would learn your new job in the absence of a formal training program.
26. How would you characterize your level of technological savvy?
27. What are the characteristics that you prize most in an employee? What behaviors do you find intolerable?
28. Can you share with us your ideas about professional development?
29. Describe the basic steps that you would take in implementing a new program.
30. What are one or two of your proudest professional accomplishments?
31. How do you feel about diversity in the workplace? Give us some examples of your efforts to increase diversity.
32. Tell us how you would use technology in your day-to-day job.
33. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
34. What do you think most uniquely qualifies you for this position?
35. Do you have any questions for us?
Behavioral Interview Questions

Outlined below is a sampling of behavioral based interview questions. Behavioral based questions are the single best predictor of a candidate's future job performance. Your questions should be targeted to the candidate's past job behavior and should explore their education and work experience, intellectual capacity, interpersonal, interaction skills and motivation factors. Questions should be open-ended; avoid questions that can only be answered with a 'yes' or 'no'.

Technical Knowledge and Experience

What activities have you participated in to improve your technical awareness over the last year? How did you incorporate them into your current job?

What do you think are the three most critical areas for the future? Why?

Discuss your experience in _________________. What were your most common problems, why, and how did you handle them?

Think of a project you participated in over the last year. Tell me exactly what your role was and what you did. What problems or issues were there and how did you handle them?

What skills and expertise do you bring to this job and how will you use them?

What are the critical technologies for _________________. How do you think they will affect you in your job?

Think of a project or situation you had where you made a mistake. Why and what happened? What did you learn?

What technical achievement are you most proud of and why? What are you the least proud of and why?

Leadership I Management Skills

Describe your management philosophy and practices. Tell us about a time when you really had to put them to the 'test'.

What management skills and experience will you bring to enhance _________________. Describe a time when you had to hire a number of staff who were going to work as a team. How did you do that -- what traits did you look for?

Describe a time when you had to resolve conflicts that arose from managing a team or multi-program department. What did you do -- what did you learn?

Describe how you foster a highly motivated and productive work environment especially during times of change.

What experience have you had implementing reorganizations or change in an organization? How did you do this -- what were the challenges and regrets?

Describe a situation where you've had to determine what technologies/projects should be included in an organization. How did you do that -- what criteria did you use?

Describe a time when you've had to work with strong-willed peers. What did you do -- how did you handle them so you could influence their decisions?
Analytical Skills

Describe a situation when advising or recommending a course of action where the customer did not follow or did not accept. What happened — what did you learn?

Describe examples of problem solving and decision making required in your job. Have you had to explain data -- how it was derived and what it means?

Describe a situation where you made a decision that was overturned. What were the consequences? Did you do anything different as a result?

Describe a failure/mistake in your professional life. What did you do about it? Describe a project/assignment that resulted in a process improvement.

Writing Skills | Presentation skills

Describe the types of experience you have had writing for ________________________.

What experience do you have giving presentations? What is your preferred method? Describe experience in developing and/or conducting presentations or training activities.

Interpersonal Communication Skills

What contributions have you made to improve teamwork?

What work have you done that involved working with sensitive or confidential issues?

Customer Service Skills

In your current position, who are your customers? What are their needs? How do you know you are meeting their needs?

Tell us about one of your demanding customers. Why? What conflicts did you have? How did you resolve them?

Can you identify a situation where you received some customer feedback that made you re-think the way you were working?

Describe how you established partnering relationships with your clients. Describe your experience in influencing or participating in a customer decision.

Multi-tasking | Organizational skills

Describe a large-scale project you were responsible for -- how did you meet your deadlines?

Describe your method of handling your projects or work each day.

Give examples of a situation where there were competing priorities. What actions did you take and what were the results?

Can you describe something you worked on that involved a lot of detail and how did you handle it?
Job Match

How would you describe your ideal job?

Why do you want to leave your current job?

If we were to ask your supervisor about your strengths, what would he or she say? What areas do you feel still need developing to improve your effectiveness on the job?

What are you doing currently in your job that you would like to not have to do? What are you doing you’d like to continue doing?