UNIVERSITY OF NORTH ALABAMA

PROTOCOL FOR EXTERNAL FACULTY/STAFF SEARCHES

The University defines diversity broadly as differences related to age, culture, ethnicity, gender, national origin, political beliefs, physical abilities, physical attributes, race, religious beliefs, sexual orientation, other ideologies, and/or socioeconomic status. UNA administrators, staff, and faculty wish to create an environment that promotes and celebrates this diversity. Respect of diversity is promoted by encouraging a discipline of mutual open discourse and expression of cultural viewpoints, values, and belief systems that create a global community on campus. To aid in accomplishing this goal, the University aspires to recruit and retain a diverse and highly-qualified faculty who demonstrate excellence in teaching, scholarly activities, and public service. Similarly, UNA wants to recruit and retain equally diverse and highly-qualified staff.

This protocol is intended to ensure that diversity and equity are achieved in all external faculty and staff searches. The Director of Diversity and Institutional Equity (DDIE) will provide assistance and guidance in achieving this goal for the university. Search committee chairs and members of the search committees are expected to maintain communication with the DDIE throughout the search and screening processes. In the event that a search committee chair and the DDIE do not concur on any step in this protocol requiring their agreement, this matter should be resolved by the Chief Diversity Officer or the President.

1. As a part of the request to post a position, the Hiring Manager[1] will include a listing of proposed search committee members and advertising sources. Search committees should be made up of no more than 9 and no less than 5 members, at least one of whom reflects diversity. Departments may select additional committee members from the campus and/or community at large.

2. Upon review of the Request to Fill/Advertise which includes the job announcement, the proposed advertising sources, and the search committee composition, the DDIE will advise as to his/her approval via the OES. If not approved, the Request to Fill/Advertise will be returned by the DDIE to the originator of the request for needed information.

3. Once a search is authorized, the search committee chair will schedule a brief meeting of the committee with the DDIE and the Assistant Vice President for Human Resources (AVPHR) to explore additional ways of attracting a diverse pool of qualified candidates.

4. All applications and supporting materials will be received and initially processed by the Online Employment System and will be immediately available via the OES to the search committee and DDIE.

5. The committee members will review applications and supporting materials and develop an initial ranking of candidates. The rankings should then be emailed to the HR Coordinator and the DDIE for initiation of interview approval through the OES. Once applicants have been approved through the OES for interview, they may be interviewed as many times/ways as is necessary to make a final selection. Interview approval is only required once.

To make a recommendation for hire, the search committee chair should complete the OES Search Summary Form and forward to the HR Coordinator and the DDIE. Once received, a hiring proposal will be initiated through the

---

[1] The Hiring Manager is the employee to whom the new employee will report when hired. For example, a new faculty member will report to his/her department chair (hiring manager).

system. Once all levels have approved the hiring proposal, HR will initiate the employment offer paperwork and offer the candidate employment on the approval of the President.

6. Before the contract is offered to the candidate, the department chair/supervisor will complete the Search Summary Form. Once this form is received, the candidate will be offered the contract of employment.

Deviation from this policy may be necessary if unique circumstances exist. Exceptions to the policy must be approved by the DDIE and the AVPHR.

Approved by Executive Council, 08/09/2011

*This protocol is also available in each posting in the Online Employment System under the "Documents" section of the posting and on the Human Resources website here.

INTERVIEW INQUIRIES THAT SHOULD BE AVOIDED

It is imperative that interviewers understand that certain inquiries of candidates, at any point in the application process, could have certain legal ramifications and should be avoided in all situations. The list below, although not exhaustive, details such inquiries:

- **Age-Related Questions**
    - Date of birth
    - High school graduation date

- **Marital-Status Related Questions**
    - How long has applicant resided at present or previous address
    - Who resides with applicant
    - Spouse's name and/or occupation
    - Maiden name
    - Father's surname
    - Divorced, separated, etc.

- **Family-Status Questions**
    - Who resides with applicant
    - Does applicant have children
    - Ages of children
    - Who will take care of applicant's children while he/she is working
    - Does applicant plan to have children

- **Religion-Related Questions**
    - Does applicant attend church
    - What church does applicant attend
    - Name of religious leader

- **National Origin/Race Questions**
    - Origin of name
    - Foreign languages spoken/read (unless job-related)
    - Nation of origin

- **Financial Information Questions**
    - Mode of transportation (unless vehicle is required for job)
    - Does applicant rent or own home
    - Applicant's bank or credit information
    - Whether or not applicant has file bankruptcy or had wages garnished

- **Other Affiliation Questions**
    - Clubs or organizations (other than professional) to which applicant belongs
    - Political Interests

- **Other Information (will be gathered by HR when appropriate)**
    - Arrest record
    - Armed Forces service

SUGGESTED INTERVIEW CONTENT

A personal interview provides an opportunity for each candidate to clarify or expand on information provided in his/her application or resume. Prior to the interview(s), the interviewer should develop a standard list of questions (using the position description, if applicable) that will be asked of each candidate not only to ensure consistency but also to allow for the collection of comparable information from all candidates. Good interview questions should be crafted to allow the candidates to demonstrate their competency levels related to selection criteria. The list below contains suggested questions that, when tailored to a particular position, should yield solid, comparable, job-related information regarding each candidate.

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 that 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 is it your favorite part?
8. What are the three college courses that best prepared you for your current job?
9. What is the best method of creating a _____? (a relevant product)
10. What qualities or experiences make you the best candidate for this position?
11. Describe two or three major trends in your profession today.
12. 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?
13. Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
15. Why did you choose this profession/field?
16. What new skills have you learned over the past year?
17. 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?
18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
19. Describe the best boss and the worst boss you have ever had.
20. Describe your ideal job.
21. What would your coworkers or your supervisor say about you?
22. Can you describe how you go about solving problems? Please give some examples.
23. What is the most significant conflict you have ever been involved in at work? How did you handle that situation?
24. What new programs or services would you start if offered the position?
25. 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.

26. Tell us how you would learn your new job in the absence of a formal training program.
27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
28. Think about a coworker from the present or past whom you admire. Why?
29. What are the characteristics that you value most in an employee? What behaviors or characteristics do you find intolerable?
30. Can you share with us your ideas about professional development?
31. Describe some basic steps that you would take in implementing a new program.
32. Name one or two of your professional accomplishments of which you are most proud.
33. How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
34. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
35. Please tell us what you think are the most important elements of a good _____ (service, activity, product, class, etc.)
36. Describe your volunteer experiences in community-based organizations.
37. To what professional associations do you belong? Describe your depth of involvement in them.
38. Tell us about your preferred work environment.
39. What experiences or skills will help you manage projects?
40. Tell us how you would use technology in your day-to-day job.
41. In what professional development activities have you been involved over the past few years?
42. What volunteer or social activities have helped you develop professional skills?
43. What things have you done on your own initiative to help you prepare for your next job?
44. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
45. What do you think most uniquely qualifies you for this position?
46. Do you have any additional information that you would like to share?
47. Do you have any questions for us?