

SEARCH AND SCREEN PROCESS

MAINTAINING COMPLIANCE, EQUITY AND EXCELLENCE

A NEXT PRACTICE ORIENTATION

DEVELOPED BY DR. SCOTT S. RICHARDSON

OFFICE OF EQUITY, DIVERSITY, INCLUSION/TITLE IX (EDIT)

WHAT SEARCHES/POSITIONS GO THROUGH EDIT OFFICE

- Director positions
- Associate Dean positions
- Assistant Dean positions
- Dean positions
- Assistant VP positions
- Associate VP positions
- Vice President positions
- ALL Faculty positions

WHY...(NOTE CHANGE)

Title IX of the Educational Amendment of 1972

No Person in the United States shall, on the basis of gender, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.

Title VII of the Civil Rights Act of 1964

A provision of the Civil Rights Act of 1964 which prohibits discrimination in virtually every employment circumstance on the basis of race, color, religion, gender, pregnancy, or national origin. In general, Title VII applies to employers with 15 or more employees. **The purpose of Title VII's protections is to "level the playing field" by forcing employers to consider only objective, job-related criteria in making employment decisions.**

NON-PROTECTED & PROTECTED CLASSES

- ***Under current law it is illegal to discriminate in employment in Texas based on a person's race, religion, gender, national origin, age, or disability. It remains legal to discriminate based on a person's sexual orientation or gender identity or expression. (Note Change)***
- ***Ex. Weight/Obesity***
- ***Ex. Tattoos (NP)***
- ***Ex. Dress, Looks, Hair and Piercings are ALL examples***

TAKEAWAYS

- All search committees (members) are required to go through search and screen training without exception to move forward
- Affirmative Action has responsibility for all faculty searches and all searches director and above
- Our process is consistent, fair and equitable
- Our policy and commitment supersedes state and federal law

APPROVAL STEPS (**AS**) TO LOOK FOR

- Advertising - 1
- Rubric - 2
- Interview Questions - 3
- Mid-Search - 4
- Final Certification – 5
 - ***The approval steps align directly with the search and screen checklist in your packet***

ADVERTISING

(**APPROVAL STEP I**) _____ DATE

- Template (Get example and approved template from HR)
 - Advice, **WRITE YOUR OWN AD**
 - Common Affirmative Action language
 - Ads must be approved by Affirmative Action Officer (AAO) prior to going out
- Where do we advertise (that makes sense) to meet Diversity & Inclusion expectations of Strategic Plan
- This step is usually completed by the time the training is given and when using a search firm

WHY IS A WELL WRITTEN AD IMPORTANT?

- Dismiss confusion
- Increases richness and depth of applicant pool
- Provides basis for metrics
- Speaks specifically to area/department needs

APPROVED *JOURNAL* EXAMPLES

- Provided through Taleo
- Check with HR to review the list
- YOU then decide which journals are relevant. My office can/will assist you
- Should you need to or want to identify a specific publication, please request through HR
- Please see the PhD's of color resource document in your search and screen packet

RECRUITMENT

- Incentives for recruitment
 - Approved and documented through HR
 - They hold the budget
- Conferences/Professional Organizations/Professional meetings/Scholarly presentations
- PhD resource document serves well as an example

TAKEAWAYS

- **Search and Screen Checklist** is your friend
- Advertisements are critical to the evaluation of candidates
- Recruitment is critical to applicant pool depth and richness

RUBRIC (**AS 2**) _____ DATE (PI)
_____ DATE (OC)

- Equitable & Measurable Tool (**Phone Interviews and On-Campus Interviews**)
 - Simple Likert Scale (ex. next slide)
 - Determine value added
 - Adds objectivity to process to avoid equity, compliance and legal issues
 - Subjectivity is our enemy
 - Pre-screen matrix should be edited to meet expectations

LIKERT SCALE EXAMPLE

Likert Scale Example

0 – Does Not Meet

1 – Meets Expectations

2 – Exceeds Expectations

Please note, you do not want to give credit for poor or weak skill-sets

SEE ADDITIONAL EXAMPLE

- Hand-out
 - E-mail draft document
 - The example document provided is the preferred method that captures the evaluation

TAKEAWAY

- Rubric example in the **search and screen toolkit** already meets “eye test”
- Objectivity vs Subjectivity
- K.I.S.S

INTERVIEW QUESTIONS (**AS 3**) _____ DATE (PI) _____ DATE (OC)

- Must be reviewed and approved by Affirmative Action Officer (AAO)
 - Not just for diversity but for relevance and inclusion as well
 - Identify a question for diversity (ex.)
 - Identify a question for inclusion (ex.)
- Must be consistently communicated (NO EXCEPTIONS)
- 8 to 10 questions each (16 to 20 total)
 - Break in half if you choose to phone or video interview
 - Create a “bank” of questions germane to subject area
 - Identify standard questions

DO YOU KNOW THE DISTINCTION (BETWEEN)

- Applicant
- Candidate
- Semi-finalist
- Finalist

TAKEAWAY

- Interview questions provide basis for metrics
- Explore being creative with DEI question/s requirement
- Getting to secondary questions

CANDIDATE POOL DIVERSITY & MID-SEARCH MTG. (**AS 4**) _____ DATE

- **Rubric and interview questions to be approved at (IN PERSON) mid-search meeting for On-Campus Interview (can get approval through e-mail)**
- Appropriate conversations (Examples to avoid)
 - Religion
 - Politics
 - Marital Status or children, etc.
- Social Media (Recommendation ONLY)
- Interview starts when applicant first interacts with campus representative

VETERANS PREFERENCE (VP)

- **VP** is of critical importance and entails some very technical information. Please refer to the **AAO** and or **HR** for all clarification and interpretation
- <https://bit.ly/2Aujvd3>
- You have a copy of VP document in your search and screen packet

FINAL CANDIDATES

- Candidate pool to consist of at **least 3** individuals
 - Can move forward with 2
 - Must suspend search if 1
 - Exceptions are made by President, Ex. Director of HR, AA Officer ONLY

TAKEAWAYS

- Diverse applicant pool certification
- Social Media
- Equally Minimally Qualified

FINAL AFFIRMATIVE ACTION CERTIFICATION (**AS 5**)

_____ DATE

- All searches must conclude according to AA guidelines and process
 - Entire applicant pool certification
 - All appropriate paperwork to HR within two (2) weeks
 - No stray search documents
 - VP compliance

CLOSE THE BOX

- Questions
- Comments
- Concerns
- Office of Equity, Diversity, Inclusion/Title IX (EDIT) is your resource