Recruitment and Search Guide

Achieving Diversity and Inclusion at Indiana University South Bend
Deidra Dennie, Affirmative Action Officer
Indiana University South Bend
Administration Building
1700 Mishawaka Ave
South Bend, IN 46634
Introduction

Whether you are chairing a committee, providing administrative support, or serving as a committee member, you know who is recruited and hired into your department matters. That one choice affects the functioning of your immediate surroundings and impacts the larger IUSB community.

This manual is intended as a general guide to recruitment and selection of faculty and staff. It is not a step-by-step explanation of the paperwork and physical steps you should take; rather, this document is a compilation of best practices that will ensure a diverse pool and a well-made choice throughout Indiana University South Bend.

The search process can seem complicated at times and the Office of Affirmative Action stands ready to support your efforts and to serve as a resource.

Goals of the Search & Screen Process

Recruitment
- To attract highly qualified individuals to IUSB
- To provide an equal opportunity for potential candidates to apply for openings.
- To increase the diversity of IUSB’s workforce.

Selection
- To systematically collect information about each candidate’s ability to meet the requirements of the advertised position.
- To select a candidate that will be highly successful in performing the tasks and meeting the responsibilities of that position.

Affirmative Action
- To meet affirmative action hiring goals where there is underutilization of women and minorities in particular departments.
- To emphasize active recruitment of traditionally under-represented groups, individuals with disabilities, minority group members, women and veterans.
SEARCH COMMITTEES

“The composition of the search committee is critical to its success. By involving people with different points of view or by bringing in a fresh face, the chair can ensure that multiple perspectives and fresh ideas are brought to bear in evaluating candidates”

—Association of American Colleges and Universities

Membership
The membership of a search committee should reflect the diversity of the campus. Women and minorities should be included on the committee. To achieve this in less diverse departments, consider asking students, staff or faculty members from other departments to serve on the committee.

The committee should include several members whose specialty is similar to qualifications listed for the position and also one member who is knowledgeable about Indiana University South Bend hiring and Equal Employment Opportunity/ Affirmative Action policies.

Responsibilities
It is the responsibility of the search committee to attract, evaluate, and recommend the best candidate for a position. To meet this responsibility, the committee must:

- draft a concise position description that does not exclude women and minority applicants;
- attract a complete and inclusive candidate pool through proactive advertising methods;
- use fair, objective, and uniform procedures to evaluate candidates;
- complete the search process in a timely manner.

Confidentiality
The committee should be advised about confidentiality. While it may be permissible to discuss candidates with other members of the committee, these discussions should not involve others who are not members of the search committee. Candidates should not be discussed with other candidates or with colleagues outside the institution. Good candidates may withdraw if they believe their candidacy is not treated confidentially. This is especially important when there are internal candidates for a position. E-mail should not be used to discuss candidates.

Size
Generally a search committee is made up of no less than three people, including the chair of the committee. Practically, there should be few enough members that schedules and discussion can be managed effectively and enough members to ensure diverse perspectives and insights.

Charge
The Equal Employment Opportunity/Affirmative Action Statement and a statement from the department chair, school dean, or chancellor affirming Indiana University’s commitment to diversity should be part of the charge to the committee.

The Office of Academic Affairs recommends the charge include the following for faculty hiring:

- exact position title and duties including reporting line;
- time schedule;
- number of candidates to be interviewed;
- financial resources available for the search;
- guidelines to maintain confidentiality;
- special concerns or special skills needed with respect to the position;
- how search relates to long and short term goals of the department;
- diversity initiatives of the department;
- geographic scope of the search.

The committee should understand who makes the final hiring decision. The committee should select the finalist to be presented to the dean of the school or the hiring official. Only the dean or the hiring official can make an offer to the candidate.

Search Timing
Forming a search committee as soon a possible after determining a vacancy can decrease the difficulties in dealing with publication deadlines, payroll cut-offs, visa delays, etc. Publication deadlines can often be more than a month prior to the publication date and visa processing can take five to six months.
Selecting a Search Firm

Search firms can be very helpful in identifying candidates for upper level administration positions, distinguished chairs, or very specialized subject areas.

If you are interested in using a search firm you should contact the Purchasing department for a list of preferred vendors and contract approvals.

Using a search firm is NOT a waiver to the search process. The appropriate forms (vacancy notice, interview request, offer request) will still need to be completed and approved prior to each step in the process. See the Other Issues section for more information.

Management

At the first committee meeting, details such as the meeting schedule, record keeping, and search committee budget should be clarified. Members should be assigned responsibilities for candidate records, correspondence, travel arrangements, on and off campus interviews, phone interviews, reference checks, completing and submitting required search forms.

The Office of Affirmative Action is required to be in attendance at your first meeting to talk about affirmative action concerns, procedures, and recruitment strategies.
Position Announcement

“Whenever a vacancy occurs — whether for an existing position or for a newly created position, search committees should carefully review the position description to ensure that it is aligned with the commitment to diversify the faculty.”

—Association of American Colleges and Universities

Review
Prior to a search the position description should be reviewed by the Dean or the hiring official to ensure that it accurately reflects current department needs. You should be cautious not to recycle old descriptions that might exclude minority or female candidates.

Description
The description should accurately reflect the duties of the position yet be written broadly enough to encourage a wide and inclusive candidate pool. Overly narrow definitions of specializations tend to limit the number of qualified candidates and may discourage women and minority candidates from applying.

Duties or responsibilities such as teaching assignments, research expectations, service expectations, or department responsibilities can be highlighted if especially important or unusual. To stress Indiana University South Bend’s commitment to diversity, add wording indicating the person in the position will need to “interact with a diverse student and faculty community.”

The following should be included in all faculty position announcements:

- appointment starting date;
- appointment duration;
- appointment type (tenure-track/non-tenure-track);
- description of duties and responsibilities,
- qualifications;
- salary or salary range (may also use “commensurate with qualifications and experience”);
- materials to be submitted;
- search committee address;
- deadlines;
- Equal Employment Opportunity/Affirmative Action (EEO/AA) statement;
- IUSB or department web site address.

EEO/AA Statement
The following statement MUST be included in every position announcement:

“Indiana University South Bend is an Equal Employment Affirmative Action Employer.”

Inclusive Language
To signal IUSB’s commitment to diversity and increase the applicant pool, one of these additions should be included with the standard statement.

Indiana University South Bend is an Equal Employment Affirmative Action Employer...

...committed to excellence through diversity.
...which values diversity.
...committed to diversity within its community.
...and encourages applications from candidates with diverse cultural backgrounds.

We recommend that you also consider including statements such as the following:

“Indiana University South Bend has a strong commitment to principles of diversity and in that spirit seeks a broad spectrum of candidates including women, minorities, and persons with disabilities.”

“Indiana University South Bend is strongly committed to achieving excellence through cultural diversity. The University actively encourages applications and nominations of women, minorities, and persons with disabilities.”

You may also want to address the dual-career couples by using a statement such as:

“Indiana University South Bend is responsive to the needs of dual career couples.”
Deadlines
The deadline for applications should be no sooner than 30 days after the position announcement appears in a national publication or 14 days after the ad appears in the local paper. To preserve the option of accepting late applications or extending a search use statements such as the following:

”Applications received by (date) will be assured consideration.”

”Review of applications will begin (date). The search will remain open until the position is filled.”

Note: it is important that all applications received after a deadline are treated uniformly.

Qualifications
All qualifications must be strictly job related. The announcement should distinguish between required and preferred qualifications. Degree requirements should be clearly defined including whether ABD candidates will be considered. If possible, be flexible about arbitrary numeric measures such as years of service -- this may exclude otherwise qualified candidates. IUSB’s commitment to diversity should be noted, with wording such as:

”Demonstrated success working with diverse faculty and student populations.”

”Experience working in a diverse workplace.”

”Ability to contribute positively to a Multicultural campus.”

”Experience with a variety of teaching methods and/or curricular perspectives.”

Additional Materials
In addition to requesting a letter of application, curriculum vita, brief biographical sketch, statement on research and teaching, and names of references, you may want to ask candidates to provide a description of their experience with diversity issues, teaching diverse student populations, or working in a multicultural environment.
RECRUITMENT PLAN

"Developing and aggressively implementing a comprehensive recruitment plan that uses multiple recruitment strategies simultaneously will significantly increase the diversity of the applicant pool."

—Association of American Colleges and Universities

Purpose
The purpose of a recruitment plan is to generate a large and inclusive candidate pool. This will give the search committee a larger selection of candidates to review and thus increase the likelihood of finding the best person for the position.

The Vacancy Notice Form
The Vacancy Notice should be completed indicating the recruitment plan for the search of faculty.

The Vacancy Notice is now located on the W: drive in the Academic Affairs Forms folder.

Scope
The scope of a search is determined by the type of position. All full-time tenure/tenure track faculty position must be advertised at a national level, which means advertising in at least one national publication. Even if a position does not require a national search it may be in the department's best interest to conduct a national search to ensure that it will recruit the best candidate.

Some academic positions (such as research associates, scientists, part-time faculty, visiting faculty, or short term appointments) require only a regional or limited national search. In these cases we suggest you advertise in regional publications that are most likely to bring in the most inclusive candidate pool. Such sources include newspapers in Chicago, and Indianapolis, and direct mailings to other Big Ten institutions. You might also look into some academic e-mail list serves.

Advertising
To ensure a complete and inclusive pool of candidates it is necessary to advertise in multiple sources, for example, discipline specific publications, memos to departments at other universities and specific professional organizations. The Affirmative Action office can provide assistance in identifying appropriate venues for publication. Publication deadlines should be noted. Be sure to give adequate time for the Vacancy Notice to be routed to all required offices (Vice Chancellor of Academic Affairs, Affirmative Action, and the Dean of the school) and approved prior to submission for publication externally.

The most widely read national publication in higher education is the Chronicle of Higher Education. This publication provides the widest circulation. Also consider nationally read, discipline-specific, publications that may be less expensive but still provide extensive circulation in a specific discipline.

Direct Mailings
Direct mailings to all comparable departments at other universities or other peer institutions should be standard procedure in your advertising plan. These announcements will most likely be posted on graduate student bulletin boards. Make them eye-catching and easy to read. Include your department or university web site address so that it is easy for prospective applicants to get more information about your department and Indiana University South Bend. Make sure your address and deadline dates are clear.

Certain universities graduate large numbers of minority PhDs. For a list of these universities see the Appendix. For other help finding direct mailing resources, contact the Office of Affirmative Action.

Targeted Publications
(Women & Minorities)
Several general publications are targeted to women and minorities in higher education. These include Black Issues in Higher Education, Hispanic Outlook, and Women in Higher Education. Many discipline-specific organizations include specific recruitment venues for women and minorities. These sources can be identified by checking organizational websites.
Colleague Contacts
A comprehensive recruitment plan should include having department faculty members contact colleagues they know, either by phone or by e-mail, to ask them both to talk to their students about the position and to solicit nominations of potential candidates. Research has shown that minority candidates are more likely to apply for positions when they have been contacted directly by the search committee or recommended by a faculty colleague with whom they have worked.

Conferences
When attending conferences, faculty members should always seek potential new department members. This is especially true if there is a current vacancy in the department or a vacancy is anticipated. Faculty members should encourage potential candidates to apply and give them a business card so they will have a personal contact at the department. Additionally, conferences are a good place to connect with colleagues from whom nominations may be solicited.

International Searches
If it is likely non-U.S. Citizens will be applying for the position, you must ensure the recruitment plan includes advertising in a printed national publication. Printed advertisements are required for visa processing. You may also want to contact the Assistant to the Dean early in the process for any other requirements that may affect your search.

Personal Contact
Personal contact is a principal way to increase the inclusiveness of a candidate pool. Lists of recently graduated women and minority candidates in a variety of disciplines may be obtained from the Committee on Institutional Cooperation (CIC) Web site. We recommend you get the list for your discipline and send a letter introducing your department and announcing the vacant position to those on the list.

Personal contact by a committee member in the form of an e-mail or phone should be made to all those nominated for the position by other colleagues.

Other Sources
You may also contact the career placement offices of other universities in your geographic region.

To ease the cost of display advertising in nationally read publications, consider seeing if other related departments have vacancies and possibly create a joint advertisement.

The Office of Affirmative Action is available to help you research other advertising sources.
Acknowledgment of Application

Acknowledge applications when they are received with a letter giving the estimated time for the search. Additionally, the Applicant Monitoring Form should be sent with this letter. Note in the text of the letter that the Applicant Monitoring form is for statistical analysis and is not required for consideration of employment. You should also remind the applicant to send the form directly to the Office of Affirmative Action and not return it to your department. A sample letter, suitable for email or regular, is available on the W: drive in the Affirmative Action Folder.

The Applicant Monitoring Form

Information about the search such as department and title should be filled in on the form prior to sending it to applicants. The form is two sided so that the applicant can easily fold it up and return it to the Office of Affirmative Action by mail. The form is also available in an electronic format to email. This form must NOT be returned to the hiring department. Every applicant who applies should receive the form.

Organization of Applications

Each search committee must set up a system for organizing applications. Applications should be kept in a secure location where they are accessible to search committee members but not to persons unaffiliated with the search. All applications will need to be kept for FIVE years from the end of the search.

Initial Screening

Initial screening is based on the minimum qualifications set out in the job notice. Applicants are screened against bottom-line criteria such as required degrees, years in research, experience, and other relevant criteria.

Screening Criteria

Search committees must discuss in advance the criteria they will use to evaluate candidates. All candidates must be evaluated using the same criteria. All criteria must be based on actual position needs and must not unnecessarily screen out candidates because of their race, sex, age, veteran status, disability, or ethnicity. Be mindful of biases that inadvertently screen out well-qualified candidates with nontraditional career paths or research interests. Recognize that diverse paths and experiences can contribute positively to a candidate’s qualifications.

Evaluating Candidates

All members of the search committee should review each candidate’s application and evaluate it using the agreed-upon criteria. Resist the impulse to label candidates the “most promising” because this may make it difficult for other candidates to be fully considered. Avoid unfounded assumptions, e.g., members of a particular racial group do not like living here, women who pursued degrees part-time are not serious scholars, excellent candidates will be heavily recruited, or a married candidate’s spouse will not be willing to move. Let candidates decide these issues for themselves. Do review how a candidate’s diverse experiences or commitment to diversity can contribute to the department.
**Interviewing Candidates**

“A well-hosted campus visit allows candidates to make well-informed decisions on whether the position and the place is a right fit for them.”

—Association of American Colleges and Universities

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**The Interview Request**

The Vice Chancellor of Academic Affairs and the Affirmative Action Officer are required to approve of all academic on-campus interviews prior to the candidate receiving an invitation. Professional searches are required to get approval from Director of Human Resources and Affirmative Action Officer.

BEFORE requesting on-campus interviews with candidates, you should list at least three of your top candidates and indicate why you wish to interview.

**Preparing Interview Questions**

The committee should compose a group of core questions based on the job-related criteria to evaluate candidates. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. Open-ended questions tend to relax candidates and encourage free speaking. Developing questions ahead of time need not be unduly restrictive. Follow-up questions based on the responses to pre-determined questions will most likely vary with each candidate. Core questions should be reviewed to ensure they don’t unnecessarily screen out women and minority candidates.

**Telephone Interviews**

Departments may use telephone interviews as a “pre-interview” near the end of the screening process. It is important that you let the candidate know in advance that you would like to schedule a phone interview so that he or she is prepared and understands it is part of the screening process. It is also important that during these interviews you are consistent when questioning all of the candidates and that inappropriate questions are not asked. (Refer to Ensuring Bias-Free Recruitment: A Guide for Search Committees in the appendix).

This should NOT be the only interview conducted with successful candidates.

**Informal Interviews**

Interviewing at conferences can provide more contact with a wide array of faculty candidates and should be done if possible. You will need the Dean of the school’s permission for these types of interviews, it is important that you are still issues raised in the Ensuring Bias-Free Recruitment: A Guide for Search Committees in the appendix and do not ask inappropriate questions.

**Campus Visits**

The campus visit serves a dual purpose. The candidates are evaluating the campus and they themselves are being evaluated.

Candidates should be given the itinerary for the visit in advance and invited to request any special accommodations they might require. It is also appropriate to ask if there are any special offices on campus the candidate would like to visit or if there is anyone he/she would like to meet so that appointments can be made prior to the candidate’s arrival. Academic offers must be interviewed by the Dean of the school and the Vice Chancellor of Academic Affairs.

While evaluating the candidate the committee should also assist the candidate in making an informed decision about the campus by letting him or her meet administrators, other faculty, and students with similar interests.

The Director of Human Resources can assist with dual career assistance requests.

**The Interview**

Beware of saying anything that could suggest unstated criteria such as “We need new, young people with ideas.” Understanding that minority candidates may have concerns about the diversity of the campus, search committees can ask if the candidate has any special concerns or would like to meet with anyone else on campus. Search committees should be prepared to offer candidates assistance with diversity issues and be knowledgeable about current faculty and student demographics, programs, and centers. Candidates should also be provided opportunities during the interview to ask questions.
Social Engagements
Candidates should have time to interact socially with faculty and students from the department and/or related departments. This provides a good opportunity for the candidate to determine if he or she is a good fit with the department. It is important during these engagements that search committee members are careful not to solicit personal information unrelated to the position such as marital or parental status. However, incidental conversation which includes these topics is permissible. Additionally, search committee members should be able to address candidate concerns about such things as schools, spousal employment and benefits. Faculty members should feel comfortable conversing with the candidate as they would any other colleague.

Skills Demonstration
IUSB encourages that faculty candidates demonstrate teaching or lecturing skills. It is important this requirement be administered consistently with all candidates and that all candidates have enough notification to properly prepare as well as to make any special request for equipment or accommodations.

Candidates that are being considered in departments where presentations are essential should demonstrate these skills during the interview process. All candidates should be advised ahead of time that a presentation (PowerPoint, activity, handouts, etc.) is required.

Information Packets
We recommend departments put together information packets for all candidates brought to campus for interviews. The packets should include a copy of the Academic Handbook, department brochure, campus map, benefit information, relocation guide, cultural center brochures, and anything else that could help the candidate get a feel for the campus, department and South Bend community. A copy of the Preface, South Bend Tribune or South Bend Relocation Guide might provide a sense of the campus and community. The Relocation Guide “Life is Good In & Around the Bend” is available through the St. Joseph County Chamber of Commerce by calling 574-234-0051 for a nominal charge.

Reference Checks/Letters
Committees are not required to check candidates’ references or to request letters of reference. However, telephone calls to candidates’ references may provide added insight to letters of reference. The committee should ask permission of the candidate before to calling anyone not on the candidate’s provided list of references. The committee may ask the candidate if he/she is comfortable with their seeking additional references from anyone else they feel appropriate. When contacting a reference the committee should describe the position. Areas of questioning should be consistent across candidates.

Credentials Check
Credential checks are the responsibility of the search and screen committee. Contact the Office of Human Resources for more assistance.

Human Resources can assist in checking credentials, backgrounds and sexual misconduct convictions.

Visiting Faculty Search
There is an expedited search and screen process for visiting faculty positions. The search can be regional rather national and the position does not need to be advertised in the Chronicle of Higher Education. If there are one or only a few qualified candidates to invite for on-campus interviews the position can still be filled with the available pool. The search and screen committee can consist of a few faculty members from the school or college. The Applicant Monitoring Form must be sent out to all candidates who apply.
The Offer Package
To discuss an offer package the hiring official, department chair or school dean should be knowledgeable about the standard benefits provided by the University such as health and life insurance, retirement, and fee courtesy. The discussion and offer should also review office and/or lab space, research funding, prior sabbatical leave credit, prior tenure credit, dual career hiring needs, and other personnel issues. It is a good idea for familiarize yourself with IUSB policy on moving expenses. Discuss this early with the candidate to reduce complications later.

Offer Letter
The offer letter should describe the appointment (e.g. tenure track) and the professional duties required. It is important that the letter include the statement:

This offer is contingent upon final Administrative approval and the University receiving verification of your credentials and other information required by law, and to your furnishing the federally required documentation showing that you are a citizen or permanent resident of the United States, or an authorized alien entitled to work in the U.S. for the period of your appointment.

This letter should be completed and routed to the required offices (school dean, Affirmative Action, Vice Chancellor of Academic Affairs, Human Resources and the hiring official) for approval PRIOR to sending an offer letter or making a binding offer to the candidate.

Failed Search
If a search committee is unable to achieve an accepted offer, the search is a failed search. A failed search may be reopened without re-advertising the position within the same academic year. It may be reopened within two years by re-advertising the position. If the search fails after two years a new search will need to be initiated. Please contact the office of Affirmative Action and Human Resources when reopening a search to make sure you continue to comply with equal opportunity guidelines and human resource policies.

Offer with Tenure
When an offer will be made granting tenure, the department and school tenure committee must have an opportunity to review the vita and other materials and approve the tenure prior to making the offer. An offer with tenure will require additional approvals by the Vice President for Academic Affairs and the Board of Trustees. The Dean of the School will secure these approvals through established approval process.

Salary Equity
When making a salary offer, departments should keep in mind equity issues including minimum salary requirements set annually by the Budgetary Affairs Committee of the BFC. Salaries should be in-line with faculty of similar rank and experience in the department.

Remember it is illegal to pay a woman less than a man simply because the markets will bear it, even though it may have been negotiated by the candidate

Notifying Unsuccessful Candidates
Since some first offers are rejected, it is important to keep all candidates interested in the position active. Unsuccessful candidates should be notified only after an offer has been accepted.

Rejected Offer
When an offer is rejected the search committee may go back to the candidates it has already interviewed and re-evaluate the other candidates. If an offer is to be made to a candidate who has already been interviewed a request (to the Vice Chancellor of Academic Affairs and the Affirmative Action Office for faculty positions and to the Director of Human Resources and the Affirmative Action Officer for professional positions) must be made to request approval to interview additional candidates.

Non-U.S. Citizen Offers
The Assistant to the Dean should Contact International Services at IUB about the H-1B visa packet when you know the successful candidate is a non-U.S. citizen. It is the responsibility of the hiring department to apply for the visa and pay the fees for this service.

Because visa processing can take from five to six months, it is important to start working with International Services early.
Appendices

“A solid foundation for campus faculty diversity can be laid by search committee processes — processes which not only reflect the larger institutional commitment to diversity by which also serve as occasions for serious campus reflection on the barriers to recruitment and retention of faculty of color.”

―Association of American Colleges and Universities

1. Forms and Checklists
   Copy of forms, letters and checklists for use by committee in the search process.

2. Mailing List of Other Universities
   A list of Historically Black Colleges and Universities (HBCU) and a listing of universities producing large numbers of minority Ph.D. graduates.

   Information for interviewers on appropriate and inappropriate lines of questioning during an interview. Can be copied and given to all members of the search committee conducting interviews.

4. Interview Questions
   What you may ask and what you shouldn't.
Forms & Checklists

All forms and checklists are located on the W: drive and in the IUSB Copy Shop. Search and Screen Chairs should print or obtain a copy of the Chair packet to familiarize themselves with the procedures prior to the first committee meeting.

- Academic Search and Screen Checklist
- Academic Guidelines for Filling Positions
- Sample Academic Cover Letter with Applicant Monitoring Form (e-mail and US mail)
- Sample Academic Interview Evaluation Form
- Professional Search and Screen Checklist
- Professional Guidelines for Filling Positions
- Sample Professional Cover Letter with Applicant Monitoring Form (e-mail and US mail)
- Hiring Plan Instructions
- Final Report Instructions
Mailing Lists of Historically Black Colleges and Universities

These colleges and universities should be contacted through the related departments if you are looking for junior faculty or lecturers. It is also recommended that you contact the departments who might have students doing research in the fields that your are seeking.

Alabama A&M University  www.aamu.edu
Howard University        www.howard.edu
Florida A&M University   www.famu.edu
Clark Atlanta University www.cau.edu
Grambling State University www.gram.edu
Southern University A&M  web.subr.edu
Bowie State University   www.bowiestate.edu
Morgan State University  www.morgan.edu
University of Maryland   www.umes.edu
Jackson State University www.jsums.edu
Fayetteville State University www.uncfSU.edu
South Carolina State University www.scsu.edu
Tennessee State University www.tnstate.edu
Prairie View A&M University www.pvamu.edu
Texas Southern University www.tsu.edu
Hampton State University  www.hamptonu.edu
Norfolk State University  www.nsu.edu
Virginia State University www.vsu.edu

The following institutions graduate significant numbers of minority Ph.D. candidates and should be included in your advertising if applicable.

Arizona State University www.asu.edu
Florida State University  www.fsu.edu
Georgia State University  www.gsu.edu
George Washington University www.gwu.edu
Harvard University        www.harvard.edu
New York University       www.nyu.edu
Stanford University       www.standford.edu
Temple University         www.temple.edu
Texas A&M University      www.tamu.edu
University of Arizona     www.arizona.edu
University of California-Berkley www.berkeley.edu
University of California-Los Angeles www.ucla.edu
University of Florida     www.ufl.edu
University of Georgia     www.uga.edu
University of Maryland    www.umd.edu
University of New Mexico  www.unm.edu
University of North Carolina-Chapel Hill www.unc.edu
University of Southern California www.ucs.edu
University of Texas-Austin www.utexas.edu
University of Virginia    www.virginia.edu
The Equal Employment Opportunity/Affirmative Action Policy of Indiana University states: “Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status.”

It is important to keep this in mind when evaluating candidates for faculty positions at Indiana University South Bend. Although it is unlikely search committee members would overtly discriminate against candidates based on the characteristics above, discrimination may never-the-less occur. Search committees may set criteria or make inquiries that screen out otherwise qualified candidates because of characteristics such as those above. They might also make assumptions about candidates based on such characteristics, which would therefore exclude the candidate from consideration. Or they might ask questions or make comments that would lead a candidate to believe one or more of the above characteristics will be a factor in their evaluation either negatively or positively. This may lead the candidate to “voluntarily” remove him or herself from consideration. The effect of these situations is the same as overt discrimination and is not in keeping with Indiana University non-discrimination policy.

In addition to finding the best qualified person for the position, search committees are often concerned with finding someone who will fit in well in their department. Nobody wants to hire a candidate who subsequently feels uncomfortable in the department. But whether a candidate will be comfortable in the department is an issue for the candidate to decide. This can best be accomplished if candidates have the opportunity to meet and interact with a large number of the faculty and students in the department. They can then form their own opinion about what the department is like and if they would fit in. A candidate should never be asked if he or she thinks they would fit into the department given an arbitrary characteristic unrelated to his or her research or teaching area.

Following is more specific information on characteristics that should not be used to evaluate candidates and ideas on how to avoid possible perceptions to the contrary.
Age
Persons age 40 and over are legally protected from discrimination on the basis of age. Questions that would reveal age should be avoided. Additionally comments or questions that might indicate age is a factor should be avoided. Examples include:

“Our faculty is young and on the cutting edge of research.”
“We are interested in getting new blood or new energy into the department.”

Some positions at Indiana University South Bend have a mandatory retirement age. This part of the position should be made known to all candidates, not just persons suspected of being close to the retirement age. If a position requires a specific term such as five years, then all candidates should be asked if they can fulfill that term.

Race/Color
A search committee should not use race or color as a decisive factor in evaluating candidates. While departments should take affirmative steps to ensure they evaluate and strongly consider a diverse pool of candidates, the best qualified person should always be selected. Candidates should not feel their race is a factor, either positively or negatively, in the search committee’s evaluation. Questions or comments such as the following should be avoided:

“Our department is actively trying to diversify its faculty.”
“Would you like to meet minority faculty in another department?”

Most minority candidates will have more in common and be more interested in non-minority faculty within your department than minority faculty in a non-related department. Information about diversity, cultural centers, or minority related programs should be included in all candidate packets.

Disability
The Americans with Disabilities Act (ADA) prohibits employment discrimination against qualified individuals with disabilities, as well as persons who have a record of disability or are perceived as disabled. It is of course not permissible to ask individuals if they have disabilities or about their disabilities. When requesting interviews, search committees should ask candidates if they require an accommodation to participate in the interview. It should also be made clear that the need for an accommodation will not be a factor in the candidate’s evaluation.

Some buildings at IU South Bend are difficult to access for the physically disabled. When providing directions to candidates it is important to include information about accessible entrances and parking. If necessary schedule interviews in a more accessible building.

Ethnicity/National Origin
Candidates should not be asked about their ethnicity or national origin and this information should not be used as a factor in their evaluation. For example search committees should not evaluate a person of middle eastern decent differently given the current climate. Neither should they dismiss a candidate because there are already a lot of faculty of similar ethnicity or national origin in the department.

Avoid the following lines of discussion with candidates:

“We certainly do have a lot of Australians, such as yourself, already in the department.”
“Where is your family originally from?”
“That is quite the Irish accent you have.”
“Mueller. Is that German?”
Citizenship
All candidates should be asked only if they are currently eligible to work in the United States. This question should be asked of all candidates not just those suspected of being citizens of another country. After an offer is made he or she will be required to produce documentation of eligibility.

Religion
Religion or religious beliefs can not be a factor in evaluating candidates and neither should assumptions about these beliefs. For example, search committees should not assume that because a male candidate is Muslim he will have a difficult time working with women or that because a candidate is wearing a religious symbol his or her beliefs will infuse their curriculum or affect their decision making. Questions or comments about any religion or religious belief should be avoided when speaking with candidates.

Veteran/Military Status
Discrimination based on veteran status is illegal. It is permissible to ask questions about the skills and duties performed during service. However, search committees may not ask the type of discharge the candidate received. This may require the candidate to divulge private information, such a medical history, which cannot be used as a factor in their evaluation. Additionally, search committees should avoid questions that ask about the candidate’s current military status such as:

“Did you remain in the reserves after your service? As you still in the reserves?
“How likely is this to affect your service to our department?

Information received from these types of questions is irrelevant to the candidates evaluation as service to the reserves or national guard must be honored by employers and can not be a factor in a persons evaluation for hire, promotion or termination.

Marital/Family Status
Do not use marital status as a factor in evaluating candidates. Neither should known or perceived family responsibilities be a consideration. Questions which would require the candidate to divulge this type of information should be avoided. When speaking with candidates, avoid questions or comments such as:

“Do you have children?”
“Are you married? How would your spouse feel about moving?
“This department is very family-oriented.”

Search committees should avoid making assumptions about a candidate’s ability to relocate because of his or her spouse. These are issues to be worked out between the candidate and his or her spouse, not the search committee. At the offer stage it is permissible to inquire if the candidate has any criteria that would make the offer more appealing. The candidate at that time can initiate a discussion about a dual-career hire.
Pregnancy
The current pregnancy status of a candidate or her impending pregnancy status can not be used as a factor in her evaluation. Search committees should not ask women if they plan to have children or what their childcare plans are. Information about the university’s childcare centers should be included in all candidate packets and not just those of female candidates.

Gender
It is not permissible to use gender as a factor in evaluating candidates. All questions or comments related to gender should be avoided. If information about gender specific services (ex: Women’s Affairs) is included in candidate packets it should be included in all candidate packets, not just those of that gender. When speaking with candidates avoid comments such as the following:

“How would you feel about working in a department of mainly men/women?”
“It is rare to find a woman/man doing this type of research.”

Additionally, courts have ruled it is illegal to hire women for less pay than a man, simply because the market will bear it. The financial implications involved with a persons gender should not be a factor in their evaluation.

Sexual Orientation
University policy prohibits discrimination based on sexual orientation. A search committee can not use sexual orientation as a factor in evaluating candidates. Search committees should not make assumptions about a candidate’s sexual orientation based upon mannerisms or research interests. Questions which may require the candidate to divulge private information such as his or her sexual orientation should be avoided, as well as, comments about anyone’s sexual orientation.

Halo/Horn Effect
The “halo/horn” effect occurs when an interviewer allows one strong point about the candidate to overshadow or color everything else. For instance, knowing someone went to a particular university might be looked on favorably/unfavorably — and everything the candidate says during the interview is seen in this light.

Contrast Effect
Stronger candidates who interview after weaker ones may appear even more qualified than they are because of contrast. This is a very common occurrence, note-taking during the interview, consistent interview questions, and a reasonable period of time between interviews may alleviate this effect.
# Interview Questions

*What you may ask about. What you shouldn't ask about.*

*Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation or veteran status.*

Avoid questions that would lead applicants to believe these characteristics are a factor in their employment.

<table>
<thead>
<tr>
<th>May Ask (questions are job related)</th>
<th>Shouldn't Ask (questions are not job related)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td></td>
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<tr>
<td>Applicant's full name.</td>
<td>What is your maiden name?</td>
</tr>
<tr>
<td>Have you ever worked at IU under a different name, including nickname?</td>
<td>Applicant's original name if changed by court order or otherwise.</td>
</tr>
<tr>
<td>Is there any additional information I need to check your work record?</td>
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<tr>
<td><strong>Age</strong></td>
<td></td>
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<tr>
<td>Are you 18 years or older?</td>
<td>Date of birth, date graduated from high school/college, or date the earned a degree. May discuss date of degree if provided in application.</td>
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<td></td>
<td>You can not ask to see a birth certificate, passport, or a driver license until after the hire.</td>
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<tr>
<td></td>
<td>Avoid questions that allude to or assume an applicant's age including: How do you feel about working for someone younger than you? Are you getting close to retirement age?</td>
</tr>
<tr>
<td><strong>Marital/Family Status</strong></td>
<td></td>
</tr>
<tr>
<td>Can the applicant perform specific job related requirements such as travel, weekend/ unusual hours, or extended work days?</td>
<td>Are you single?, married?, divorced?</td>
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<tr>
<td></td>
<td>Is your spouse a student or employee at IU?</td>
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<tr>
<td></td>
<td>Do you have any children? What are your childcare arrangements?</td>
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<tr>
<td></td>
<td>It is the applicant's responsibility to decide if they can manage working in addition to their marital/family issues, not the hiring department.</td>
</tr>
<tr>
<td><strong>Pregnancy</strong></td>
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<tr>
<td></td>
<td>A woman's current or pending pregnancy status can not be used in her evaluation.</td>
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<tr>
<td></td>
<td>Are you pregnant?</td>
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<tr>
<td></td>
<td>Do you intend to become pregnant in the future?</td>
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<tr>
<td><strong>Military Service</strong></td>
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<tr>
<td>You may inquire about job related experience acquired while in military service. How do you think your experience in the military would benefit you in this position?</td>
<td>What type of discharge did your receive?</td>
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<tr>
<td></td>
<td>An applicant's current status with either the reserves or National Guard can not be a factor in his or her evaluation. Therefore you should not ask if they are currently in the reserves or National Guard.</td>
</tr>
<tr>
<td>May Ask (questions are job related)</td>
<td>Shouldn’t Ask (questions are not job related)</td>
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<tr>
<td>Religion</td>
<td>If an applicant is wearing a religious symbol you should not assume his or her beliefs will affect their performance at IU.</td>
</tr>
<tr>
<td>Can you work the required schedule?</td>
<td>Can you work on Easter (or other specific religious holiday)?</td>
</tr>
<tr>
<td>Gender/Sex</td>
<td>Do you attend church?</td>
</tr>
<tr>
<td>Avoid comments or questions that imply that gender is a factor in the employment decision:</td>
<td>You should not inquire about religious affiliations of institutions the applicant has attended or make assumptions about the applicant’s religion based on attendance at those institutions.</td>
</tr>
<tr>
<td>Height/Weight</td>
<td>How would you feel about working for a man/woman?</td>
</tr>
<tr>
<td>Avoid comments or questions that imply that gender is a factor in the employment decision:</td>
<td>Do you have any experience being the only man/woman in your office?</td>
</tr>
<tr>
<td>You don’t often find men/women in this line of work? How did you become interested in this?</td>
<td>An applicant’s height or weight can not be used in his or her evaluation.</td>
</tr>
<tr>
<td>Race/Color</td>
<td>Do you prefer Mr. Mrs, Miss. or Ms.?</td>
</tr>
<tr>
<td>You should not make assumptions about an applicant’s race based on name, appearance, or mannerisms.</td>
<td>You should not make assumptions about an applicant’s race based on name, appearance, or mannerisms. Applicants should not feel their race is a factor either positively or negatively in their evaluation and comments or questions that imply otherwise should be avoided.</td>
</tr>
<tr>
<td>There aren’t very many minorities in our department. Will that be a problem for you?</td>
<td>You look like you have an interesting family history. How would you define your race?</td>
</tr>
<tr>
<td>Citizenship</td>
<td>You should avoid asking if an applicant is a United States citizen.</td>
</tr>
<tr>
<td>Are you currently legally eligible to work in the United States? Applicant will be required to provide proof, only after a conditional offer has been made.</td>
<td>What county are you a citizen of?</td>
</tr>
<tr>
<td>Arrests</td>
<td>Have you ever been arrested?</td>
</tr>
<tr>
<td>You can let applicants know that a background check will be done after a conditional offer has been made and give them a chance to explain anything that might show up there.</td>
<td></td>
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<tr>
<td>Sexual Orientation</td>
<td>Shouldn't Ask</td>
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<tr>
<td><em>May Ask (questions are job related)</em></td>
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<tr>
<td><em>Shouldn't Ask (questions are not job related)</em></td>
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<tr>
<td>Are you able to perform the duties of the job with or without accommodation?</td>
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<tr>
<td>If the applicant indicates that he or she can perform the tasks with an accommodation you may ask what accommodations would be needed.</td>
<td></td>
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<tr>
<td>Now that you have heard the hours, leave policies, and other requirements of this position, do you feel you will be able to meet these requirements?</td>
<td></td>
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<tr>
<td>How many days were you absent from work last year? Should only be asked if being asked of all applicants.</td>
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<tr>
<td>An employer may make medical inquires or require a medical examination of all candidates at the stage of a conditional job offer.</td>
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<tr>
<td>Are you legally eligible to work in the United States? An applicant will be required to verify this after the conditional offer is made.</td>
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<tr>
<td>Are you proficient in speaking and writing in English? Should only be asked if asked of all applicants.</td>
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<tr>
<td>Where were you born? Of what country are you a citizen?</td>
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<tr>
<td>Is your last name German? You have quite an Irish accent.</td>
<td></td>
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<tr>
<td>I see you speak Spanish. Did you learn that in your native country or in school?</td>
<td></td>
</tr>
<tr>
<td>You should not make assumptions about an applicant's sexual orientation based on mannerisms or dress. Since an applicant's sexual orientation can not be used as a factor in their evaluation you should avoid comments that would lead the applicant to believe otherwise including comments about your own sexual orientation or the sexual orientation of others in the department.</td>
<td></td>
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<tr>
<td>Are you married? What is the name of a relative to be notified in case of emergency? (Emergency notification can only be asked post-hire.)</td>
<td></td>
</tr>
<tr>
<td>We do offer domestic partner benefits. Would you like me to get you more information on that?</td>
<td></td>
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<tr>
<td>If an applicant asks about domestic partner benefits you may provide the information. However, if you will be discussing benefit information with applicants, the domestic partner benefit should be discussed with all applicants.</td>
<td></td>
</tr>
<tr>
<td>An applicant's visible or non-visible disability can not be a factor in their evaluation. Avoid comments that would lead them to believe it is a factor such as: That's a noticeable limp. Those are very thick glasses. You get around really well for being in a wheelchair.</td>
<td></td>
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<tr>
<td>Are you in good health?</td>
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<tr>
<td>Do you have any physical defects or disabilities that prevent you from performing this kinds of work?</td>
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<tr>
<td>Will you require time off because of your disability or for treatment? What is the prognosis for your condition?</td>
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<tr>
<td>Please list any conditions or diseases you were treated for in the last three years.</td>
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<tr>
<td>How many days were you absent last year because of illness?</td>
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<tr>
<td>Have you ever been treated by a psychiatrist or counselor?</td>
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<tr>
<td>Do you have any family members or relative who are disabled? Do you provide care for them? Will this require time off?</td>
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<tr>
<td>May Ask</td>
<td>Shouldn’t Ask</td>
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<td><strong>(questions are job related)</strong></td>
<td><strong>(questions are not job related)</strong></td>
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<tr>
<td><strong>Finances</strong></td>
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<tr>
<td>If an applicant is applying for a</td>
<td>Do you own your own home?</td>
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<td>financial position, you can let</td>
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<tr>
<td>them know that a credit check will</td>
<td>How long have you lived at your present</td>
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<tr>
<td>be done after a conditional offer</td>
<td>address?</td>
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<tr>
<td>has been made and give them a</td>
<td>Have your wages ever been garnished?</td>
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<td>chance to explain anything that</td>
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<td>might show up there.</td>
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<tr>
<td><strong>Worker’s Compensation</strong></td>
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<tr>
<td>Do you regularly follow workplace</td>
<td>Have you ever filed for worker’s</td>
</tr>
<tr>
<td>safety rules?</td>
<td>compensation?</td>
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<tr>
<td></td>
<td>Have you had any prior work injuries?</td>
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<tr>
<td><strong>Education/Licenses</strong></td>
<td></td>
</tr>
<tr>
<td>You are allowed to verify all</td>
<td>Can I see your driver’s license?</td>
</tr>
<tr>
<td>credentials on the applicant’s</td>
<td>When did you graduate from high school/</td>
</tr>
<tr>
<td>application or resume. You may</td>
<td>college or receive your degree?</td>
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<tr>
<td>inquire if applicant has licenses</td>
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<tr>
<td>required for the position (including</td>
<td></td>
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<tr>
<td>drivers license). Licenses (including</td>
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<td>drivers license) can only be verified</td>
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<td>after a conditional offer has been</td>
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<tr>
<td>made.</td>
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<tr>
<td><strong>Unions/Organizations</strong></td>
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<tr>
<td>You may ask about organizations the</td>
<td>Are you a union member?</td>
</tr>
<tr>
<td>applicant lists on his or her</td>
<td>List all clubs, societies and lodges to</td>
</tr>
<tr>
<td>application or resume. Including</td>
<td>which you belong.</td>
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<tr>
<td>how he or she feels membership in</td>
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<tr>
<td>that organization would benefit them</td>
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<tr>
<td>in the position.</td>
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