

SEARCH COMMITTEE GUIDELINES FOR STAFF AND FACULTY RECRUITMENT

The Search Committee Guidelines have been developed to provide a structured and equitable process that will allow The Citadel to recruit a diverse applicant pool and to hire the highest quality employee without regard to race, color, religion, gender, national origin, disability, veteran status or other protected class. Also, the goal of the guidelines is to heighten the search committee's awareness of the impact that our recruitment and hiring decisions have upon The Citadel's ability to create an equitable and inclusive campus environment.

SEARCH COMMITTEE COMPOSITION

The Citadel demonstrates good faith when efforts are made to ensure that the Search Committee is composed of a diverse group of individuals to include minorities and women. This effort at balancing the committee serves to promote equity in committee deliberations. Additionally, the diversity of the search committee reduces the possibility of a discrimination charge and acts as an affirmative action safeguard for individual committee members who, in their official capacity, may be liable for their decisions.

The size of the committee may vary from a minimum of three (3) to a maximum of ten (10). The search committee may include individuals outside the department, alumnae, or community members to diversify committee membership.

As an endeavor to identify the diversity of the search committee, members are asked to voluntarily self-identify their race and gender on the ***Search Committee Identification Form***. This requested data is submitted voluntarily, will be kept confidential, and will be exclusively utilized for EEO statistical gathering purposes only. ***The completed form should be submitted in a confidential envelope addressed to the Chief EEO & Diversity Officer in the Office of Equal Employment Opportunity and Diversity.***

SEARCH COMMITTEE CHAIR RESPONSIBILITIES:

The Search Committee Chair is responsible for providing leadership to the search committee and managing the search process to ensure compliance of The Citadel's recruitment and selection policies and procedures. The specific search committee chair responsibilities can be found in ***Appendix A– Search Committee Chair Checklist***.

SEARCH COMMITTEE MEMBER RESPONSIBILITIES

The main responsibilities of search committee members are:

1. To comply with federal and state equal employment opportunity laws and The Citadel's recruitment and selection policies and procedures.
2. To select the best-qualified applicant for available positions without discrimination because of race, color, religion, sex, national origin, age, disability, or veteran status, except where sex, religion, national origin, or age is a bona fide occupational qualification.

Sources: MUSC - Permission to modify for use at The Citadel provided by MUSC (Medical University of South Carolina) U.S. Equal Employment Opportunity Commission website: <http://www.eeoc.gov/facts/ada17.html> University of Texas at Arlington

3. To demonstrate good faith efforts in carrying out their tasks. This is the affirmative action component of equal employment opportunity – taking positive steps to provide equal opportunity for those persons who may have been discriminated against in the past and who may continue to suffer the effects of that discrimination.

4. Search committees are subject to the South Carolina Freedom of Information Act. Pursuant to state law, it is permissible to go into Executive, “Closed Door” session to discuss candidates and contractual matters. This can be done by appropriate motion of a committee member. While in executive session, no vote or decision can be made. All decisions must be made upon return to open session.

DIVERSITY RECRUITMENT

The Search Committee should collaborate with the Chief EEO & Diversity Officer to supplement traditional recruitment efforts to produce a diverse applicant pool. A sample of Diversity Recruitment publications and websites that reach minority and female readership can be found on the Office of Equal Opportunity and Diversity website:

http://www.citadel.edu/hr/oeo/info_links.pdf

Additional affirmative recruitment methods to consider include:

Recruiting at local and national conferences – an effective and economical way to reach potential candidates, especially if minority and women search committee members are there to participate in the recruitment process.

Letters or telephone calls to prominent minority or female staff/faculty at other institutions requesting recommendations and nominations.

Advertisements in special newsletters, journals, and “listservs” aimed at women or minorities in a particular field.

Letters written to special organizations of women and minorities in the appropriate field requesting that the position opening be circulated and publicized as widely as possible among its members.

Utilization of the Minority Doctoral Database to access minority Ph.D. applicants for vacancies that require a doctoral degree. Login information can be obtained from The Chief EEO & Diversity Officer.

The Chief EEO & Diversity Officer will provide the Human Resources’ Employment Coordinators with diversity recruitment recommendations to advertise job vacancies and will post to applicable diversity recruitment websites. However, additional advertising and recruitment efforts handled directly by the search committee should:

1. Ensure that all advertisements include The Citadel’s equal opportunity statement **“The Citadel is an affirmative action/equal opportunity employer actively committed to ensuring diversity in all campus employment.”**

2. Be carefully documented and provided to the Chief EEO & Diversity Officer. Mandatory state and federal reports that are completed annually by The Citadel require this documentation to establish good faith efforts to attract female and minority candidates.

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CHIEF EEO & DIVERSITY OFFICER BRIEFING

The Search Committee Chair should invite the Chief EEO & Diversity Officer to the initial meeting of the committee to review The Citadel's affirmative action goals and to answer any questions related to diversity recruitment, equitable interviewing processes, and confidentiality standards for recruiting and hiring.

SCREENING OF APPLICATIONS

The search committee determines the manner that applicant materials are reviewed. It is critical that the application screening method that will be utilized is determined before the application screening process begins, b) all committee members agree upon and utilize the same screening criteria for all applicants, and c) all applicants are treated in an equal manner. Any techniques or procedures used to select or screen applicants must be documented and applied uniformly to all candidates.

PRE-INTERVIEW EEO MEETING

- **Prior to scheduling interviews for permanent staff or faculty positions, the designated search chair should meet with the Chief EEO & Diversity Officer** to review the candidates selected for interviewing in order to ensure diversity in the applicants being considered. Please note that the search chair/search committee are never given the race and gender data of any applicant. Instead, the Chief EEO & Diversity Officer will review the demographical data of the qualified applicant pool and the demographical data of the applicants that are selected for an interview to determine if there is diversity in the interviewing pool. If not, the Chief EEO & Diversity Officer, will make recommendations (i.e. from the qualified applicant pool) to the search chair to expand the diversity of the applicant pool to be interviewed without revealing the race and gender data of the applicants.
- **Qualified Applicant Pools:** The qualified applicant pool are the applicants forwarded to the search committee as meeting the minimum requirements for the position and that have not been returned by the committee as not meeting the position requirements. A minimum of three (3) qualified applicants should be interviewed when there is a sufficient applicant pool. Qualified diverse applicants not selected for an interview should be listed on the Diverse Applicant Summary Form with the reason for non-selection and emailed to the Chief EEO & Diversity Officer.
- **Applicants Selected for Interviews:** Only persons that have submitted an application, resume, or CV for the position, who are included on the applicant listing, and meet the minimum requirements of the position are eligible to be interviewed. Please keep in mind that affirmative action is not about quotas or about telling a hiring department who they should interview or hire. Rather, affirmative action is about providing qualified applicants a level playing field to be considered for employment and/or advancement. To be seriously considered, qualified females and persons of color should be provided an opportunity to be interviewed.
- **When to Schedule The Pre-Interview EEO Meeting:** Once the search committee has determined who will be interviewed (phone and/or in-person interviews), the Pre-Interview EEO Meeting should be scheduled with the Chief EEO & Diversity Officer.

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- **How To Schedule The Pre-Interview EEO Meeting:** Send an email to the Chief EEO & Diversity Officer with the job announcement number and the names of the applicants to be interviewed. Also include in the email, the dates and times that you are available to meet. Meetings can also be scheduled by calling 953-6989.

INTERVIEW QUESTIONS

Search committee members directly involved in the interviewing process should review the **Pre-Employment Inquiry Guide** to become knowledgeable of permissible interview questions and to avoid inquiring about information that may unintentionally violate state, federal, and college regulations. Interview questions should focus on the qualifications, skills, experiences, and other relevant factors that are necessary for the performance of the essential functions of the job for which the candidate is being interviewed. Additionally, it is recommended that the search committee develops a written interview guide that is used to ask the same questions of all applicants to ensure a fair and equitable interview process.

Upon request, the Chief EEO & Diversity Officer can provide interviewing tools such as a sample Interviewing Rating Form Template and behavioral interview questions customized for the job vacancy.

INTERVIEWING APPLICANTS WITH DISABILITIES

The Americans with Disabilities Act (ADA) prohibits discrimination in employment against a qualified individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the job. Under this law, a disability is defined as a substantial impairment of a major life activity.

Actions which constitute disability discrimination include but are not limited to the following:

- Limiting, segregating, or classifying a job applicant or employee in a way that adversely affects employment opportunities for the applicant or employee because of his or her disability,
- Participating in a contractual or other arrangement or relationship that subjects an employer's qualified applicant or employee with a disability to discrimination,
- Denying employment opportunities to a qualified individual because s/he has a relationship or association with a person with a disability,
- Refusing to make a reasonable accommodation to the known physical or mental limitations of a qualified applicant or employee with a disability, unless the accommodation would pose an undue hardship on the business,
- Using qualification standards, employment tests, or other selection criteria that screen out or tend to screen out an individual with a disability unless they are bona fide occupational qualifications
- Failing to use employment tests in the most effective manner to measure actual abilities. Tests must accurately reflect the skills, aptitude or other factors being measured and not the impaired sensory, aptitude or other factors being measured and not the impaired sensory, manual, or speaking skills of an employee or applicant with a disability, (unless those are the skills the test is designed to measure).

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The U.S. Equal Employment Opportunity Commission (EEOC) mandates that employers make a reasonable accommodation to the known physical or mental limitations of a qualified applicant or employee with a disability unless it can show that the accommodation would cause an undue hardship on the operation of its business. Some examples of reasonable accommodation include:

- Making existing facilities used by employees readily accessible to, and usable by, an individual with a disability;
- Job restructuring to remove marginal functions;
- Modifying work schedules;
- Reassignment to a vacant position;
- Acquiring or modifying equipment or devices;
- Adjusting or modifying examinations, training materials, or policies;
- Providing qualified readers or interpreters.

An employer is not required to provide an accommodation if it will impose an undue hardship on the operation of its business. Undue hardship is defined by the ADA as an action that is **“excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the business.”**

The Human Resources Director, Col. Dennis D. Carpenter, will determine if an accommodation request would be an undue hardship to The Citadel by considering such factors as the nature and cost of the accommodation and the impact of the accommodation to the specific department providing the accommodation. In all cases, reasonable accommodation must be determined on a case-by-case basis. Legal obligations concerning nondiscrimination in the hiring process include the following:

- an employer must provide an equal opportunity for an individual with a disability to participate in the job application process and to be considered for a job;
- an employer may not make any pre-employment inquiries regarding disability, but may ask questions about the ability to perform specific job functions and may, with certain limitations ask an individual with a disability to describe or demonstrate how s/he would perform these functions;
- an employer may not require pre-employment medical examinations or medical histories, but may condition a job offer on the results of a post-offer medical examination, if all entering employees in the same job category are required to take this examination;
- a test that screens out or tends to screen out a person with a disability on the basis of a disability must be job-related and consistent with business necessity;
- tests must reflect the skills and aptitudes of an individual rather than impaired sensory, manual, or speaking skills, unless those are job-related skills the test is designed to measure.

Additional information regarding ADA, interviewing applicants with disabilities, and reasonable accommodations can be found at this link: <http://www.eeoc.gov/facts/ada17.html>
Questions regarding the search committee guidelines should be directed to the Chief EEO & Diversity Officer in Human Resources.

Appendix A - Search Committee Chair Checklist

Job Announcement #: _____ Position #: _____

Job Title: _____

Hiring Department: _____

Committee Chair _____

Responsibilities To Complete:

- ⌚ Appoint a search committee composed of diverse members.

- ⌚ Review the responsibilities of the search committee members as outlined in the **Search Committee Guidelines**.

- ⌚ Invite the Chief EEO & Diversity Officer to the initial meeting of the committee to review The Citadel's affirmative action goals and to answer any questions related to diversity recruitment, equitable interviewing processes, and confidentiality standards for recruiting and hiring.

- ⌚ Collaborate with the Chief EEO & Diversity Officer to identify diverse recruitment websites and publications to attract female and minority applicants.

- ⌚ Decide whether to close or extend the search based on information received about the applicant pool from the Chief EEO & Diversity Officer.

- ⌚ Advise the Employment Manager via email of searches that should be terminated and the reason(s) for terminating the search.

- ⌚ Ensure that the search committee determines the application screening criteria before the screening process begins and that all procedures to select or screen applicants are documented and applied uniformly to all candidates.

- ⌚ If applicable, contact the Chief EEO & Diversity Officer to provide training to on nondiscriminatory interviewing skills for inexperienced committee members, or those whose skills may be rusty.

- ⌚ Invite applicants for interview and conduct interviews that are consistently objective as outlined in **Search Committee Guidelines**.

- ⌚ Once the hiring decision is approved, thank, debrief and dismiss the committee.

- ⌚ Sign this checklist and forward it to the Chief EEO & Diversity Officer

Search Committee Chair Signature _____ **Date** _____

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