



# Search Committee Guide



Office of  
Employee  
Equity

## Search Committee Guidelines

### **When Search Committees Are Required**

For positions that are advertised nationally or regionally, a search committee is usually established to assist in the screening process.

Search Committees normally will be used to fill the following positions:

- Full-time professional, managerial, and tenure track faculty positions
- Full-time temporary faculty positions
- Position vacancies believed to have a duration period of one year or more
- Positions that are non-competitive, classified

Search Committees may be used, but are not required, to fill the following position vacancies:

- Adjunct positions
- Graduate Assistant positions
- Classified positions

Emergency situations that do not permit time for the establishment of a Search Committee must be approved as exceptions by the President/designee, with consultation with the appropriate Division head and Human Resources. Examples which are appropriate to request emergency status are:

- When a full-time employee resigns without giving at least one month's notice and the position must be filled immediately, or
- When a faculty member resigns or takes a leave of absence in the middle of a semester, or;
- When a new section of a course opens up at the start of classes to accommodate increased enrollment
- Temporary, Interim or Acting positions.

In emergency appointments, the EEO principles must be considered.

Search committees are not used in the following situations, even though an employee is placed in another position:

- Reorganizations
- Reclassifications
- Reassignments

**Notwithstanding the principles stated above, the administration reserves the right to hire managerial employees without a search for reasons that are determined to be in the best interests of the University, to meet emerging programmatic needs, and/or to fulfill the mission of the University. This includes current University employees or those external to the institution. In these cases, the President of the University will authorize this managerial hire after consultation with the appropriate VP/Division head and/or any other University personnel and, for senior level positions, with the concurrence of the Executive Committee of the Board of Trustees.**

All Search Committee Members must take the online search committee training in self-serve Banner under the Professional Development tab.

### **Recruitment Process**

Recruitment guidelines are designed to ensure the development of employment practices which support Rowan University's goal and pledge to recruit, attract and employ the most qualified candidates, consistent with EEO guidelines. These procedures apply to the recruitment of all budgeted positions: full-time, temporary, three-quarter full-time, and permanent part-time employees. While it does not apply to volunteer (unpaid) employees, the University expects those decisions to be motivated by the intention to create a diverse workforce at Rowan.

The hiring department (and, in particular, the supervising manager of that unit) has the responsibility for monitoring the recruitment strategies. The Office of Employee Equity (OEE) is available to assist in developing ideas based on the department's specific needs and dynamics. Creativity is essential, and the knowledge of the discipline is the primary source for creative recruitment. The OEE can assist departments in identifying sources for advertising to diverse populations.

It is the responsibility of all those involved in the recruitment and selection process to support Rowan's EEO initiatives, to become familiar with the recruitment procedure and to implement the procedures within their respective departments. All members of all departments involved in any search process must be aware of the recruitment objectives set by their College/Department as part of the Affirmative Action Plan.

**Failure to comply with the requirements of any step in the recruitment and hiring process will likely result in disqualifying the search and having to start over.**

The recruitment process begins with the completion of a **Job Card** which replaces the Request to Hire Form in the **Online Applicant Tracking System**. Please refer to the PageUp Manual, which can be found at [https://sites.rowan.edu/hr/docs/pageup/page\\_up\\_manual.pdf](https://sites.rowan.edu/hr/docs/pageup/page_up_manual.pdf)

It is important that all hiring parties follow the required steps for the successful posting of an open position:

#### **I. Job Card**

##### **A. Approval Process**

- 1.** Recruitment Managers-chain of command to authorize hire
- 2.** Budget
- 3.** Department/Recruitment Manager lists where and when it is posted

4. The OEE reviews the proposed recruitment strategies and approves the Job Card.
5. Post (positions will not be posted without OEE approval)

**B. Recruitment Strategy**

1. The Job Card must list where the department will post ads that are relevant to their discipline.
2. The OEE has a list of sources for advertising that can assist with diverse recruitment.
3. Sites used are to be selected in the Online Applicant Tracking System or listed in the notes tab of the Online Applicant Tracking System.
4. Throughout the search OEE will monitor the composition of the pool to evaluate whether it is a diverse enough pool to be utilized. Should there be a concern, OEE will contact the hiring party and discuss other options for recruitment.

**Diverse Recruitment posting sites**

Every professional association has special interest groups. It is expected that you contact them and request that they post the Rowan job opening on their listserv, share a distribution list of members with you, or share any other way to reach out to the membership of these groups. You will be asked about this when the adequacy of your search is confirmed for purposes of satisfying our Affirmative Action Plan and EEO obligations.

In determining whether “best efforts” were made, your search will also be evaluated by considering whether you utilized these and other, similar resources. (See the appendix A for helpful sites)

**II. Posting Process**

- A. The Department authority selects the Search Committee Chair.
- B. The Recruiter contacts the Department Authority for the Search Committee Chair name.
- C. The Recruiter then posts the position into the Online Applicant Tracking System.
- D. An automatic email is sent notifying the Search Committee Chair that he/she has been appointed.
  - The Search Committee Training information/requirements are sent to the Search Committee Chair.
  - A link to the Online Applicant Tracking System is sent to the Search Committee Chair.

### III. Search Process (Committee Chair)

- A. The selected Search Committee Members are entered into the Online Applicant Tracking System.
- B. The system notifies the Office of Employee Equity of the Search Committee Members.
- C. The Search Committee Members are verified for having completed the Online Search Committee Training.
- D. Any Search Committee Member who is non-compliant is notified to complete the Online Search Committee Training.
- E. It is the responsibility of the Search Committee Chair to follow-up on compliance for each Search Committee Member.
- F. Close to the end of the posting date the Office of Employee Equity will certify whether the candidate pool is diverse.
- G. In the event that the pool is found not to be diverse the recruitment strategies will be re-visited and the posting extended.
- H. Once the pool has been certified and the posting deadline has passed, the Search Committee will review the applications and identify candidates for interviews.
- I. Applications can be reviewed throughout the posting but no contact, interviews, or hiring decisions can be done until after the posting deadline.
  - Both phone and in person interviews are acceptable.
  - Phone interviews serve as a way to shorten a long list of potential candidates. They are not required.
- J. The Search Committee Members should all be present at all interviews. Please plan the schedule carefully. When a Committee Member is not present, he/she must recuse themselves from voting on that particular candidate. Attending other candidate related activities or events on campus does not substitute for the Committee interviews.
- K. In the event that an applicant is a relative of a Committee Member, the Committee Member must recuse themselves from the selection process to prevent the perception of a conflict of interest. See Employment of Relatives (Nepotism)  
[https://sites.rowan.edu/hr/docs/policies/nepotism\\_employment\\_policy.pdf](https://sites.rowan.edu/hr/docs/policies/nepotism_employment_policy.pdf)
- L. In such circumstances where the Committee Member has a relationship with an applicant but is not a relative, the Committee Member should consider recusing themselves from the selection process to prevent the appearance of a conflict of interest. If the Committee Member chooses not to recuse themselves, at a minimum, the Committee Member should disclose their pre-existing relationship with the applicant to the other members of the Search Committee.

- M. Committee Members should never conduct individual interviews. This is to protect yourself as well as the institution. Individual conversations regarding research are acceptable but, do not substitute the formal interview.
- N. Beware of chit chat. The experience of a candidate on campus is not exclusive to the committee interview. Perceptions are made based on every interaction. A search can be tainted by a few minutes of an inappropriate interaction.
- O. Stay away from personal topics that may lead to potential discriminatory pit falls, ex: marriage, children, child bearing (see appendix B, Legal and Illegal Inquiries).
- P. Questions for the candidate interviews should be developed as a group consensus and be based on the job, core competencies, desired behaviors, typical and atypical situations, general and specific skills. Questions should be consistent throughout the interviews. The exception is when following up on a response or resume-specific question.
- Q. Please be advised that any committee member that participates in interviews without having completed the Search Committee Training will cause the search to be deemed non-compliant.

#### IV. Interviews

- A. The Search Committee Chair makes the last check for verification of completion of the Search Committee Training on all pending members.
  - Refusal to comply may jeopardize a final hire in a timely manner.  
Ex: A Search Committee Member may be removed and another selected.  
The search can be postponed and reposted or eliminated.
- B. As the Search Committee prepares for interviews, the chair should input the candidate statuses in the Online Applicant Tracking System.
- C. The interview schedule must be entered in the comment section in the Online Applicant Tracking System. Please make sure it is accurate and up to date.

#### D. Phone Interviews

Phone interviews are meant to screen potential candidates in order to identify the most qualified from a long list.

1. The entire Search Committee should be present however, it is possible to designate a smaller representation to conduct the phone interview and select the candidates that will be interviewed in person
2. A phone interview should be indicated in the Online Applicant Tracking System.

3. All interview notes by the Search Committee become part of the search file and should be uploaded to the Online Applicant Tracking System.

**E. In Person Interviews**

On campus interview scheduled events should be the same for all candidates. Interview questions already agreed upon by the committee shall be consistently used for all candidates with exception to follow up questions or resume-specific questions.

1. Please be advised that any non-committee members involved in the campus events should also have taken the Online Search Committee Training. When students are involved in the process they should be advised on appropriate interactions with candidates and avoid chit chat that can lead to potential pitfalls.
2. When in any non-committee interview setting please note that the EEO guidelines still apply.

**For Faculty Searches, please note:**

Individual meetings with candidates to discuss research interests cannot substitute the official committee interview.

1. If you have forums where audience members fill out feedback forms please keep track of the number of forms given out per number of attendees. The number of forms given out should reconcile with the number of attendees.
2. All interview/feedback and or evaluative notes/forms become part of the search file and should be uploaded to the Online Applicant Tracking System.

**V. Recommendations**

- A. The Search Committee reviews the interviewed candidates and makes recommendations to the Department Authority.
- B. The list of recommended candidates and the interview feedback forms for each should be recorded in the Online Applicant Tracking System.

**VI. Hiring Process**

- A. The Department Authority selects and offers are made. (Please contact Human Resources for the applicable offer process for your specific position.)

- B. At the time of a final selection a rationale for selection form from the Department Authority should be uploaded onto the Online Applicant Tracking System along with all interview feedback notes.

**VII. Final Hire**

- A. A hire will be completed once the search process has been verified as complete within the Online Applicant Tracking System.



## Appendix A

### Diverse Recruitment posting sites

What follows is not an exhaustive list and will change as new resources are identified. The purpose of this list is to be a resource for all. If you are aware of other sources and know whether they are useful, please contact the Office of Employee Equity so that they may be included.

#### Associations:

American Association of Blacks in Higher Education (AABHE)

-institutional membership required

<https://www.blacksinhighered.org/default.aspx>

American Association of Hispanics in Higher Education (AAHHE)

-institutional membership required

<http://www.aahhe.org/default.aspx>

American Indian Science and Engineering Society (AISES)

-different packages available

<http://www.aises.org/>

National Society of Black Engineers

-web

<http://www.nsbe.org/Aboutus.aspx>

The Society of Women Engineers (SWE)

-web

<http://societyofwomenengineers.swe.org/index.php>

#### Online:

LatinosinHigherEd.com-single and multiple posting packages

<https://www.latinosinhighered.com/>

Careercast.com-specific special interest groups and networks

<https://www.careercast.com/>

EmployDiversity.com-special interest groups, single post or membership packages

<http://employdiversity.com/>

Recruitdisability.org-several packages

<http://recruitdisability.org/>

Thinkbeyondthelabel.com-disability related site

<http://thinkbeyondthelabel.com/>

MilitaryVetJobs.com

<https://militaryvetjobs.com/>

DiversityWorking.com-no prices online - must call: 949-388-8220

<https://www.diversityworking.com/>

Monster.com

-Diversity Solutions department

866-811-2458

[http://hiring.monster.com/recruitment/Diversity-Inclusion.aspx?intcid=BUY\\_AP:DIV](http://hiring.monster.com/recruitment/Diversity-Inclusion.aspx?intcid=BUY_AP:DIV)

### **Publications:**

Diverse: Issues in Higher Education

<https://diverseeducation.com/>

The Hispanic Outlook in Higher Education Magazine

-print and web packages

<https://www.hispanicoutlook.com/>

INSIGHT Into Diversity (formerly Affirmative Action Register)

-print and web

<http://www.insightintodiversity.com/>

The Journal of Blacks in Higher Education

<https://www.jbhe.com/>

Tribal College Journal

<https://tribalcollegejournal.org/>

### **Librarian Recruitment:**

African American Studies Librarians Section

<https://alair.ala.org/handle/11213/5315>

Asian Pacific Library Association

<http://www.apalaweb.org/>

Black Caucus of the American Library Association

<https://www.bcala.org/>

Chinese American Library Association

<http://www.cala-web.org/>

## Appendix B

### Legal and Illegal Inquiries

Federal and State Laws govern and Rowan University Policies govern how the institution conducts its Equal Employment Opportunity recruitment activities to ensure Rowan University reaches qualified candidates for position vacancies. It is illegal to ask questions regarding:

age, religion, gender, sexual orientation, transgender, race, ethnicity, mother tongue, birthplace, credit status, owning or renting residence, names & addresses of relatives or religious leader, military experience and discharge conditions, completion of high school memberships in any organizations or clubs, number of children, marital status, spouses occupation, maiden name, political affiliation, hobbies, height & weight, questions about an apparent or mentioned disability; (however, the chair should always present a copy of the job description and ask each applicant if s/he can perform the essential functions of the job). **Just a yes or no answer is required.**

It is permissible to inquire about Bona Fide Occupational Qualification (BFOQ), e.g. language fluency, licensures, and certifications.

Examples of questions employers may ask specific to the requirements of a position are:

- Can you move 20 pounds from location A to location B?
- Do you have a valid driver's license?
- Can you get from building A to building B?
- Can you read a monitor?
- Can you climb a ladder?
- Would you be able to arrive to work by 8:30 a.m. daily? Work a night shift?

### Immigration

You can ask candidates if they are legally authorized to work in the US and if they require sponsorship but, you must ask the same question to every candidate. If a department is not financially able to pay for immigration fees for candidates, the job posting should include: Candidates must be currently authorized to work in the US on a full-time basis.

The following table provides samples of legal and illegal inquiries:

Subject Area

Citizenship	<b>Legal:</b> Are you legally able to work in the U.S.?
Credit Inquiries	<b>Illegal unless required for bonding</b>
Education	<p><b>Legal:</b> If the individual has the specific education or training required for the specific job, e.g., BFOQ's</p> <p><b>Illegal:</b> General questions about high school or college degrees unless required by the position.</p>
Availability for Work	<p><b>Legal:</b> Inquiries about applicant's activities, commitments, or responsibilities that might prevent him or her from meeting work schedules or attendance requirements. Note: These questions must be asked of all applicants.</p> <p><b>Illegal:</b> Questions about the applicant's family and associated commitments and activities.</p>
Family Status	<p><b>Legal: None</b></p> <p><b>Illegal:</b> Questions about marital status, number and age of children, size of planned family, spouse's job, spouse's or applicant's family responsibilities, childcare arrangements are not allowed.</p>
Sexual orientation or gender identity and expression	<b>Legal: None</b>
Financial Status	<b>Legal: None</b>
Transportation	<b>Legal:</b> Questions about having a car only when required for the position.
Physical Characteristics	<p><b>Legal:</b> Inquiries about ability to perform specific job functions, e.g., ability to operate a forklift or lift a certain amount of weight.</p> <p><b>Illegal:</b> Any inquiries about physical characteristics that are not based on the Bona-fide Occupational Qualifications or the requirements of the job.</p>
Marital Status	<b>Legal: None</b>

Military	<p><b>Legal:</b> Inquiries about education, training, or related work experience gained in the US Armed Forces.</p> <p><b>Illegal:</b> Type or condition of military discharge.</p>
National Origin	<p><b>Legal:</b> Inquiries into applicant’s ability to read, write, or speak English or foreign languages when required for the specific job.</p> <p><b>Illegal:</b> Questions about applicant’s lineage, ancestry, national origin, descent, place of birth, or mother tongue, national origin of applicant’s parents or spouse. How the applicant acquired the ability to read, write, or speak a foreign language.</p>
Organizations	<p><b>Legal:</b> Only if noted on the resume and inquiries should relate to the job only.</p> <p><b>Illegal:</b> Questions about organizations whose name or character indicates members’ economic or social class, race, color, creed, marital status, religion or national origin, or sexual orientation, or gender identity, e.g., country clubs, social clubs, religious clubs, and fraternal orders.</p>
Overtime	<p><b>Legal:</b> Inquiries about an applicant’s availability for evening and/or weekend work, provided that the inquiry is made of all applicants.</p>
Pregnancy	<p><b>Legal:</b> None</p>
Relatives	<p><b>Legal:</b> None.</p>
Religion or Creed	<p><b>Legal:</b> None</p>
Residence	<p><b>Legal:</b> Clarification of the applicant’s address, needed for future contact with the applicant.</p> <p><b>Illegal:</b> Whether the applicant owns or rents his or her home. Name and relationship of person with whom the applicant resides. Whether they can make it to work on time.</p>

For general questions on the recruitment process, please contact HR Staffing.

For EEO related questions, please reach out to the **Office of Employee Equity at 856-256-5494** or contact any of the individuals below:

Henry Oh  
Interim Assistant Vice President for Employee Equity & Labor Relations  
856-256-4320  
[oh@rowan.edu](mailto:oh@rowan.edu)

Christy Mroz  
*Administrative Assistant*  
856-256-5494  
[mroz@rowan.edu](mailto:mroz@rowan.edu)



**Rowan**  
University

**Office of Employee Equity**

Oak Hall  
201 Mullica Hill Road  
Glassboro, NJ 08028-1701