



# Faculty Search and Selection Guidelines

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## Faculty Hire Flowchart to Fill Vacancies

### RAR

- Department Chair completes Recruitment Authorization Request (RAR) and draft job advertisement
- RAR is routed for approval to the Dean > Provost > Chief Human Resources Officer (CHRO)
- CHRO routes RAR to the HR Business Partner (HRBP) to begin the recruiting process

### Posting

- HRBP finalizes draft job ad and sends for approval
- HRBP posts job position on Workday, HigherEdJobs, and Indeed
- Third party ads paid by the department
- Job posted for at least 30 days
- Search Committee given access to applicant pool

### Search

- Application review by Search Committee
- List of applicants sent to HRBP, and Hiring Manager/Dean for approval
- First round of interviews begin
- Finalists selected for second round of interviews
- Search Committee seeks approval from OHR for finalist travel prior to scheduling finalist interviews
- Search Committee gives recommendation to Hiring Manager/Dean

### Wrap up

- Authorization to Release Information completed by candidate and sent to the HRBP via Etrieve
- Conditional Offer of Employment extended to selected candidate
- Search Committee collects references for approved finalist if conditional offer is accepted
- HRBP initiates background screening process and hiring proposal
- Final written offer of employment sent to selected candidate
- OHR initiates pre-onboarding events

## Introduction

Finding and retaining quality and skilled employees is of tremendous importance to hiring departments, especially due to high costs associated with employee turnover and the increasing legal liability for negligent hiring practices and wrongful termination. These factors, and others, make it imperative the University effectively identifies applicants who are qualified, honest, dependable, skilled, motivated, and likely to be highly productive. This process begins with a broad, strategic look at the department's staffing needs.

Frostburg State University has embraced diversity and is dedicated to recruiting, retaining, and promoting diverse faculty and staff. The overall goal is to conduct searches that yield qualified and diverse candidates. Diversity, equity, transparency, and consistency are all important elements of our search processes to assist the University in achieving inclusive excellence.

As a Supervisor, Department Chair, Search Chair, or Search Committee Member, you have the responsibility to ensure that employment laws and a commitment to diversity is consistent when following the search process and procedures, responsibility to assure that the selection process follows these laws. Keep in mind, while you are evaluating the candidates you interview, the candidates are also evaluating you, the department, and Frostburg State University (FSU).

The Office of Human Resources (OHR) has developed this guide to be used as a tool in the recruitment process. You will find that it provides clear, concise information pertinent to the recruitment/interview process. The most important thing to remember as a Search Chair, you have the responsibility to conduct a structured interview process. While structured interviews may reduce bias, the process should ensure that accurate information will be gathered from all candidates. This makes it possible to compare qualifications and reduce equity concerns. Every applicant should be treated the same, asked the same interview questions, and given the same considerations.

## Ethics and Confidentiality

Ethical and confidential behavior is critical in all search and selection processes. Search Committees are expected to conduct business in a fair and transparent manner. Maintaining confidentiality of the search and selection process is crucial to the success of the search. Maintaining discretion is an expectation of all individuals who participate in the search and screening process as well as displaying professionalism. Ensuring equity and the effectiveness of our processes will safeguard the efficacy of onboarding. All members of the search committee will be sent a confidentiality agreement to acknowledge and sign.

## Diversity Statement

Frostburg State University, an equal opportunity/affirmative action employer, complies with all applicable federal and state laws and regulations regarding nondiscrimination and affirmative action; all qualified applicants will receive consideration for employment. The University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, religion, sex, national origin, physical, or mental disability, protected veteran status, age, gender identity or expression, sexual orientation, creed, marital status, political affiliation, personal appearance, or on the

basis of rights secured by the First Amendment, in all aspects of employment, educational programs, and activities, and admissions.

## The Hiring Process – An Overview

### Recruitment Authorization Request

The Department Chair seeking to fill a new or vacant position must complete a Recruitment Authorization Request (RAR) and prepare a draft job ad for the position.

Included on the RAR:

- a) Position title, department, and requested start date
- b) Brief description of primary duties (job description box)
- c) Minimum qualifications - term of appointment, faculty status, faculty rank considered (job description box)
- d) Preferred qualifications, if any (job description box)
- e) Requested advertisers
- f) Signatures of the Department Chair, Dean, Provost, and Chief Human Resources Officer (CHRO)

The Department Chair will forward the RAR and draft ad language to their respective Dean for review, approval, and signature. Once approved at the Dean level, the RAR will be sent to the Provost's Office for final review and approval. Upon approval, the document will be forwarded to the Office of Human Resources (OHR) for processing.

Note: The OHR will post the vacant position on Workday for advertising for at least 30 days on HigherEdJobs.com and Indeed.com. Additional advertising sources will be at the expense of the department.

The latest version of the RAR is located on the OHR Webpage under the alphabetical list of forms found here: <https://www.frostburg.edu/human-resources/Policies-Procedures/alphabetical-list-of-hr-forms.php>

### Job Announcement

The job announcement provides an opportunity to signal the University's commitment to convey diversity expectations. Candidates should have experience in working effectively with individuals from diverse backgrounds.

### Advertisement Guidelines

Once the OHR receives the completed RAR and draft job ad language, the HRBP will prepare the job ad for final approval by the Department Chair, Dean, and Provost Office. Once the job ad is approved, the HRBP will post the vacant position on Workday and advertise with the selected advertisers identified on the RAR.

The draft job ad should include information from the RAR.

Additional information about the College and/or department may be included in the job advertisement as well as information about the University and the geographic area of the position advertised. Additional legal and procedural information will be incorporated by the HRBP.

Faculty positions are advertised with a 30-day minimum application period that includes “open until filled” language. When a suitable pool of candidates is not attainable within the original time window, the position will be listed as “open until filled” to allow candidates to continue to apply past the original close date if the original pool of applicants is not sufficient to obtain a candidate for hire.

National position searches will be advertised via professional journals and websites, HigherEdJobs.com, Indeed.com, University webpage, and other sources, as applicable. Local position searches will be advertised in regional newspapers, Indeed.com, University webpage, and other sources as applicable.

***NOTE: Advertising is dependent upon the requirements of the vacant position. The HRBP will make every effort to advertise position vacancies with professional organizations, publications, web sites, and list servers that are most likely to produce an applicant pool reflective of the needs of the hiring department and the institution. The costs for advertising with third party sites outside of HigherEdJobs.com will be expensed to the department conducting the search. If the search must be readvertised, all recruitment costs will be expensed to the department.***

#### [Search Committee Composition \(3 to 6 members\)](#)

A diverse Search Committee is necessary to foster the inclusion of people with varied experiences and ideas. It is equally important that the Search Chair and all Search Committee members collectively take responsibility for developing a proactive strategy to recruit a diverse candidate pool and for assuring an equitable and fair process for all candidates.

The Dean and/or Department Chair will select a Search Committee Chair for each Faculty search and include on the RAR. The selected Search Committee Chair will reach out to the designated HRBP and provide a list of their selected Search Committee Members. The Search Committee is usually comprised of members of the department and members from other departments or areas on campus. The Search Committee must also have one student member. The Dean of the College may serve as an ex-officio member. The Hiring Manager must not appoint a committee member who is interested in applying for the position and should take care to avoid appointment members with potential conflicts of interest. If conflicts emerge during the search process, the conflict should be disclosed and reported to the Search Committee Chair. Search Committee members are expected to participate regularly throughout the search process.

Prior to the position’s full consideration date, the Search Committee Chair will arrange the first Search Committee meeting. This meeting may include the Dean of the College and the HRBP providing an overview of the search process, importance of Diversity, Equity, and Inclusion and to answer any questions the committee may have.

#### [Selection Criteria](#)

The Search Committee reviews all candidates and uses either a rubric or other ranking tool to determine which candidates to interview based on minimum and/or preferred qualifications. Candidates who do not meet the minimum qualifications should not be considered. Recruiting a broad and diverse pool of

candidates is one of the most important functions of the search process. It is expected that finalist lists will be comprised of candidates that are diverse with respect to race/ethnicity and gender. As such, prior to scheduling interviews, the Search Committee Chair will notify the HRBP, Dean and/or Department Chair of the candidates selected for the first round of interviews to be approved. The OHR will review the Equal Employment Opportunity (EEO) report to ensure a suitable number of qualified diverse candidates are included in interviews. The official search file will be updated by the HRBP to reflect the candidate's progress in each stage of the interview process.

### Interview Questions

Prior to candidate interviews, the Search Committee Chair may seek guidance and assistance from the HRBP regarding interview questions to ask and approve. As a reminder, questions should be focused on the position and information that can legally serve as a basis for the hiring decision. The HRBP will provide training on legal questions to ensure compliance. All candidates interviewed should be asked the same set of core questions for each round of interviews. A quorum must be present at all Search Committee meetings, including candidate interviews.

*Recommended tips for questions include:*

- Ask open questions that delve into the candidate's qualifications for the position and their unique experience and qualifications.
- Pose questions that allow you to assess the candidate's qualifications – experience, knowledge, skills, and abilities required for the position as well as their work ethic, professional character, and interpersonal skills. The person being recommended for hire should be the best candidate who will serve in the best interests of the university.
- Glean from the candidate their long-term plans and interests in employment at the University (i.e., help the department, College, and University achieve strategic goals).

### Initial Interview Steps

- a) The interview stage is crucial in the search process.
- b) The interview format should be established. Committee members should understand the process and procedures prior to interviewing the first candidate.
- c) The Search Committee Chair should distribute selection criteria and set of interview questions to Search Committee Members.
- d) The same process should be utilized for each candidate according to the selection criteria.
- e) All candidates should be asked the same set of questions.
- f) Any Search Committee Member that cannot attend every interview must recuse themselves from providing input into the recommendation for hire.
- g) The Search Committee Chair schedules the interviews based on the availability of the Search Committee Members and any other applicable parties depending on position.

It is recommended that the Search Committee conduct the first round of interviews via telephone or another virtual format, (Microsoft Teams is recommended). The purpose is to provide the candidate with as much information about the position, the University, and geographic area as possible. This will allow candidates to weigh certain options or opt out prior to moving forward in the hiring process.

Search Committee Members should document answers and observations provided by each candidate. All documentation will be forwarded to the OHR or uploaded into Workday at the conclusion of the search.

### Finalist Interviews

The Search Committee will meet after the initial interviews to determine the final candidates to consider. Ideally, the final pool should consist of at least three (3) candidates. The Search Committee will send the list of finalists to the HRBP, Dean and/or Department Chair for approval prior to scheduling final interviews.

***Note: OHR must be notified and give final approval to proceed with finalist interviews, whether virtual or in-person.***

Once the final candidates have been approved, the Search Committee will schedule the final round of interviews and plan an agenda with the finalists prior to their virtual or on-campus interview. The Search Committee will have the finalists complete the Authorization to Release Information form prior to or after the interview via Etrieve link: <https://fsucentral.etrieve.cloud/?isAnonymous=true#form/168>. If applicable, the final round of interviews should include a teaching demonstration attended by students and an interview with the Dean.

### Hiring Recommendation

The Search Committee will meet to review the overall results of the final interviews to identify and recommend a candidate for hire. The Search Chair should meet with the Dean, Department Chair or Provost, as appropriate, to discuss the recommendation. The Dean will share the Search Committee's recommendation with the Provost who will consult with the President to determine if a conditional offer of employment may be made to the candidate.

All candidates are required to provide contact information for three (3) professional references. Employment is contingent upon the results of the reference and background checks. The Search Committee will conduct reference checks for the candidate who is being recommended for hire. Once reference checks are completed, documentation will be uploaded into Workday for compliance with Federal and State recordkeeping regulations.

The Dean and/or Department Chair will make a conditional offer of employment to the candidate which is contingent upon successful reference and background checks. If the Dean or Department Chair selects a different candidate than the Search Committee's recommendation, an explanation for the selection will be given to the Search Committee and kept with the recruitment packet.

If the recommended candidate turns down the conditional offer, an offer will then be made to the next candidate recommended and/or approved by all applicable parties (Search Committee, Dean, Provost, and President). If all recommended candidates withdraw from the final pool, and the pool of acceptable candidates has been exhausted, the search will be considered failed.

The Search and Selection process may be terminated at any point in the search. If the search fails, the position will remain unfilled until a "new" search can be conducted. If within six (6) months of the failed search, the position may be reopened and readvertised without a new RAR.

Similarly, if another vacancy occurs within the department and same discipline within the 6-month timeframe of the search, or the selected candidate withdraws after their hire is processed, the committee may reach out to other qualified candidates within the pool to see if they are still interested in interviewing for the position.

### Finalizing the Hire

Once the candidate has accepted the offer of employment, the Hiring Manager will notify the HRBP. The Authorization to Release Information form will be used to run the criminal background check and if the results of that still allow the candidate to be pursued, the offer will be processed through Workday with final approvals from the Dean, Provost, and President.

The HRBP will send the appointment letter and contract to the candidate through Workday. Once the contract is approved and signed by the President, the Search Chair and Committee will be notified of the hire. The Search Chair will contact other candidates who were interviewed. The HRBP will notify candidates who were not selected for interview.

### Search Materials

It is important that accurate and complete records be created and maintained at all stages of the search and selection process. The Search Committee will forward all search materials/documents to the HRBP or upload them into Workday for inclusion with the search file as listed below.

1. Search Chair Checklist - completed, signed, and dated
2. Selection criteria/rationale for recommended hire
3. Interview questions and candidate responses
4. Individual Search Committee member rating and evaluation forms
5. Search Committee meeting minutes
6. Completed reference check forms (Must be uploaded into Workday)
7. All other pertinent information and correspondence relative to the search

## Appendix

1. Authorization to Release Information Form:  
<https://fsucentral.etrive.cloud/?isAnonymous=true#form/168>
2. Recruitment Authorization Request (RAR): (Open in Adobe Acrobat)  
<https://www.frostburg.edu/human-resources/Policies-Procedures/alphabetical-list-of-hr-forms.php>
3. Reference Checking Form:  
<https://www.frostburg.edu/human-resources/Policies-Procedures/reference-checking-form.pdf>
4. Search Chair Checklist:  
<https://www.frostburg.edu/human-resources/Policies-Procedures/Search-Chair-Checklist.pdf>
5. Confidentiality Agreement:  
<https://www.frostburg.edu/human-resources/Policies-Procedures/Confidentiality-Agreement-for-Search-Committee-Members.pdf>
6. Supervisor Onboarding Checklist for New Faculty Hires:  
<https://www.frostburg.edu/human-resources/Policies-Procedures/Supervisor-Onboarding-Checklist-for-Faculty-New-Hires.pdf>
7. Workday Hiring Schedule:  
<https://www.frostburg.edu/human-resources/Policies-Procedures/Workday-Hiring-Schedule.pdf>

## Resources

1. [Hiring at the University of Maryland: Equity Guidelines for Search & Selection, September 2020.](#)

## Notes