### Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>President’s Statement of Commitment</td>
<td>4</td>
</tr>
<tr>
<td>Letter from the Provost &amp; VPAA</td>
<td>5</td>
</tr>
<tr>
<td>Statement of Nondiscrimination</td>
<td>6</td>
</tr>
<tr>
<td>Affirmative Action and Equal Opportunity</td>
<td>7</td>
</tr>
<tr>
<td>Campus Initiatives</td>
<td>7</td>
</tr>
<tr>
<td>Responsibility for Implementation</td>
<td>8</td>
</tr>
<tr>
<td>Office for Academic Affairs</td>
<td>8</td>
</tr>
<tr>
<td>Human Resources Department</td>
<td>8</td>
</tr>
<tr>
<td>Hiring Department</td>
<td>9</td>
</tr>
<tr>
<td>Recruitment Plan and Search Timeline</td>
<td>9</td>
</tr>
<tr>
<td>Step 1: Authorization to Fill Vacancy/Advertising Initiation</td>
<td>9</td>
</tr>
<tr>
<td>General Information</td>
<td>9</td>
</tr>
<tr>
<td>Position Request Form (link)</td>
<td>10</td>
</tr>
<tr>
<td>Step 2: Search Committee Composition</td>
<td>10</td>
</tr>
<tr>
<td>Establishing the Search Committee</td>
<td>10</td>
</tr>
<tr>
<td>Role of the Search Chair</td>
<td>10</td>
</tr>
<tr>
<td>Sample Interview Questions (link)</td>
<td>11</td>
</tr>
<tr>
<td>Pre-Employment Guidelines (link)</td>
<td>11</td>
</tr>
<tr>
<td>Step 3: Advertising</td>
<td>12</td>
</tr>
<tr>
<td>Advertising Content</td>
<td>12</td>
</tr>
<tr>
<td>Sample Faculty Advertisement</td>
<td>12</td>
</tr>
<tr>
<td>Step 4: Initiation of the Approval Process in PeopleAdmin</td>
<td>12</td>
</tr>
<tr>
<td>Step 5: Advertising Distribution</td>
<td>12</td>
</tr>
<tr>
<td>Advertising Expenses</td>
<td>13</td>
</tr>
<tr>
<td>Affirmative Action and Equal Employment Opportunities</td>
<td>13</td>
</tr>
<tr>
<td>USNH Affirmative Action Plan and Report (link)</td>
<td>13</td>
</tr>
<tr>
<td>Step 6: Rubric Creation</td>
<td>13</td>
</tr>
<tr>
<td>Sample Rubrics (links)</td>
<td>14</td>
</tr>
<tr>
<td>Step 7: Search Committee Organizational Meeting</td>
<td>14</td>
</tr>
<tr>
<td>Step 8: Search Committee Screening of Applicants</td>
<td>14</td>
</tr>
<tr>
<td>Stereotypes-Bias-Prejudice (link)</td>
<td>14</td>
</tr>
<tr>
<td>Step 9: Rationale for Selection</td>
<td>15</td>
</tr>
<tr>
<td>Step 10: Interview Questions</td>
<td>15</td>
</tr>
<tr>
<td>Sample Interview Questions (link)</td>
<td>15</td>
</tr>
<tr>
<td>Pre-Employment Guidelines, Appropriate/Inappropriate Inquiries (link)</td>
<td>15</td>
</tr>
<tr>
<td>Step 11: Phone/Skype Interviews</td>
<td>15</td>
</tr>
<tr>
<td>Step 12: Rationale, Recommendations, and Travel Arrangements for On-Campus Interviews</td>
<td>16</td>
</tr>
<tr>
<td>Rationale and Recommendation</td>
<td>16</td>
</tr>
<tr>
<td>Travel</td>
<td>16</td>
</tr>
<tr>
<td>Step 13: Candidate Itineraries for On-Campus Interviews</td>
<td>17</td>
</tr>
<tr>
<td>Sample Itinerary (link)</td>
<td>17</td>
</tr>
<tr>
<td>Meals</td>
<td>17</td>
</tr>
<tr>
<td>Lodging</td>
<td>17</td>
</tr>
<tr>
<td>Step 14: On-Campus Interviews</td>
<td>18</td>
</tr>
<tr>
<td>Conducting the Campus Interviews</td>
<td>18</td>
</tr>
<tr>
<td>Evaluating Interview Responses</td>
<td>18</td>
</tr>
<tr>
<td>Common Rating Errors (link)</td>
<td>18</td>
</tr>
<tr>
<td>Step 15: On-Campus Rationale and Reference Release</td>
<td>18</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>----</td>
</tr>
<tr>
<td>Rationale</td>
<td>19</td>
</tr>
<tr>
<td>Reference Release</td>
<td>19</td>
</tr>
<tr>
<td>Permission to Check References Form</td>
<td>19</td>
</tr>
<tr>
<td>Step 16: Reference Checks</td>
<td>19</td>
</tr>
<tr>
<td>Step 17: Job Offer</td>
<td>20</td>
</tr>
<tr>
<td>Step 18: Faculty Contract</td>
<td>20</td>
</tr>
<tr>
<td>Step 19: Closing the Search</td>
<td>20</td>
</tr>
<tr>
<td>Record Retention</td>
<td>20</td>
</tr>
<tr>
<td>Step 20: Applicants Notified</td>
<td>21</td>
</tr>
<tr>
<td>Stereotypes-Bias-Prejudice (link)</td>
<td>18</td>
</tr>
</tbody>
</table>
Plymouth State University has a responsibility for promoting equal opportunity for employment in both spirit and practice and we are committed to providing all faculty, staff, and students with an environment that is free of discrimination in accordance with all applicable provisions of federal and state laws and regulations. As such, the University does not tolerate discrimination against any person, in any programs or activities, based on race, color, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, marital status, disabled veteran status, Vietnam veteran or any other protected status.

Our University programs and related activities comply with all applicable provisions of federal and state laws and regulations enacted to safeguard employee rights in such areas as recruitment, training, employment conditions, compensation, promotion, demotion, job transfer, lay-off, and termination. Plymouth State University values and protects the rights of employees and ensures the equitable treatment of employees through the administration of sound policies and procedures that inform employees of their rights, how to file complaints and grievances as well as available appeal rights. Guidelines for filing charges of discrimination are available in the University System of New Hampshire’s (USNH) On-line Policy Manual (OLPM) for faculty and staff and in faculty, staff, and student handbooks.

The University’s commitment to equal opportunity and affirmative action reflects an ongoing commitment to creating an environment that values and supports diversity, equity, and inclusiveness across our campus community.

Sara Jayne Steen
President, Plymouth State University
At Plymouth State University, we are committed to diversity amongst our faculty, staff and students and we take pride in being an Equal Employment Opportunity/Affirmative Action employer (EEO/AA). One of the most important endeavors we embark upon each year to help us fulfill our commitment to EEO/AA is recruiting. Recruiting is a critical component to our institutional success and all of our efforts in this area must reflect that we are actively seeking out the most promising, qualified faculty members.

The information included in the following pages will provide you with the essential information needed to conduct a search process and select the most qualified candidate for a faculty opening. Department Chairs, Deans, & Faculty Search Committee members, have critical responsibilities in selecting faculty members based on job-related qualifications and in accordance with all applicable state/federal laws and regulations. If you are involved with faculty searches, please familiarize yourself with the contents of the Guidelines For Faculty Searches and follow the guidelines as you conduct your searches. Please contact Ashley Phillips Assistant Director of Human Resources at ext. 52244 with any questions you may have regarding the search process.

Julie Bernier
Provost & Vice President for Academic Affairs
Plymouth State University
Statement of Nondiscrimination

Plymouth State University is committed to a policy of nondiscrimination. We support this commitment of nondiscrimination by offering equal employment and educational opportunities to all qualified individuals. Plymouth State University will not discriminate against any employee or applicant for employment because of race, sex, color, disability, religion, age, marital status, national origin, sexual orientation, disabled veteran status, Vietnam veteran status or any other protected class. This policy of nondiscrimination applies to all Plymouth State University departments, programs and/or activities.

The following resources are available to you if you are interested in obtaining information about discrimination.

Ashley Phillips, Asst. Director of HR
Plymouth State University
17 High Street, MSC #14
Plymouth, NH 03264
603-535-2244
arphillips1@plymouth.edu

The NH Commission for Human Rights
2 Chenell Drive
Concord, NH 03301-8501
(603)271-2767
(603)271-6339
1-800-735-2964 (TDD Access: Relay NH)
www.state.nh.us/hrc/index.html

The Equal Employment Opportunity Commission (EEOC)
Boston Area Office
John F. Kennedy Federal Building
475 Government Center
Boston, MA 02203
1-800-669-4000 (Tel)
1-617-565-3196 (Fax)
1-800-669-6820 (TTY)
http://www.eeoc.gov/boston/index.html

U.S. Department of Education
Office for Civil Rights
Customer Service Team
Courthouse
330 C Street SW
Washington, DC 20202
(800)421-3481 (Tel)
(202)205-9862 (Fax)
(877)521-2172 (TDD)
OCR@ed.gov

Boston Office for Civil Rights
U.S. Department of Education
J.W. McCormack Post Office and Mary E. Switzer Building
Room 701, 01-0061
Boston, MA 02109-4557
(617)223-9662 (Tel)
(617)223-9669 (Fax)
(877)223-9695 (TDD)
OCR_Boston@ed.gov

Campus Initiatives

A number of initiatives promoting equal employment opportunity and affirmation action are ongoing at the University.

The Human Resources Department is primarily responsible for reviewing hiring practices and educating search committees on campus. The Director of Human Resources, responsible for Title VII compliance, also works collaboratively with individuals responsible for compliance with:

- Title IX (Dean of Students)
- 503, 504 and Americans with Disabilities Act (Director of Physical Plant)
- Faculty Hiring (Provost and Vice President for Academic Affairs, Deans, and Department Chairs)

In addition, the Human Resources Department works closely with the three governance groups, which include:

- Faculty
- Professional, Administrative, and Technical Staff
- Operating Staff

The University has increased the number of women and minorities in upper level management categories as well as in other areas where there was an underrepresentation of women and minorities. Examples of women and minorities in key positions at PSU are as follows:

- University President
- Provost and Vice President for Academic Affairs
- Vice President for University Advancement
- Dean of the College of Arts & Sciences
- Dean of the College of Education, Health and Human Services
- Tenure Track Faculty in CoBA, English, Biology, Atmospheric Science & Chemistry, Communication & Media Studies, Criminal Justice
- Information Technologist II
- Information Technologist III
- Information Technology Manager
- Associate Vice President for Finance & Administration
- Director of Financial Aid
- Director of Human Resources
- Director of Institutional Research and Assessment
- Assistant Director of Human Resources
- Director of Graduate Business Programs
- Director of Plymouth Academic Support Services
- Director of Student Teaching
- Director of Silver Cultural Arts Center
- Manager of University Purchasing
- Manager of Facilities Services

Some examples of offices, organizations, and committees at the University that promote and support diversity, equity, and inclusiveness across our campus community are as follows:

- The President’s Commission on the Status of Women - [http://www.plymouth.edu/office/pcsw/](http://www.plymouth.edu/office/pcsw/)
- The President’s Commission on Diversity - [http://www.plymouth.edu/diversity/](http://www.plymouth.edu/diversity/)
- P.A.S.S. (Plymouth Academic Support Services) - [http://www.plymouth.edu/services/pass/](http://www.plymouth.edu/services/pass/)
Responsibility for Implementation

1. President:

The President of the University has ultimate responsibility for leading Plymouth State University’s commitment to non-discrimination in employment and educational opportunity, and provides the impetus for the execution of the Affirmative Action Plan, achieving stated goals and for the overall success of the program.

2. Cabinet:

The President’s Cabinet – Comprised of the Provost and Vice President for Academic Affairs, Vice President for Enrollment Management and Student Affairs, Vice President for University Advancement, Vice President for Finance and Administration and Executive Director of University Relations. These five leadership positions have a significant role and responsibility for achieving department goals. They serve as reviewers of job requirements and qualifications before advertisement, as approvers of the composition of search committees and candidate pools, and, where appropriate, as interviewers of finalist candidates for tenure track faculty and other positions and must demonstrate the same level of commitment as the President to achieving stated goals and for the overall success of the program.

3. Other Roles with Responsibility for Implementation:

a) Dean of Students – Responsible for ensuring compliance with Title IX requirements in collaboration with the senior leadership team under the Vice President for Enrollment Management and Student Affairs. Serves as the University’s Title IX Officer.

b) Director of Human Resources – Responsible for ensuring compliance with Title VII requirements and for all advertising and recruiting activities for Faculty, PAT, and Operating Staff positions. Serves as the University’s Affirmative Action Officer.

c) Deans, Department Chairs, and Directors/Managers/Supervisors also have responsibility for the implementation of equal employment opportunity and affirmation action within their areas of responsibility as it affects all Faculty, PAT’s, and Operating Staff position and all aspects of employment. They are also responsible for equal educational opportunity, where appropriate, as it affects all students. Deans, Department Chairs, and Directors/Managers/Supervisors conduct their representative unit’s recruitment and hiring activities, which includes oversight of the composition of departmental search committees and the conduct of department searches, in such a way as to ensure full compliance with PSU’s Equal Opportunity/Affirmative Action policy and programs.

Office for Academic Affairs.

As an introduction, the Human Resources Department at Plymouth State University developed the Faculty Search Guidelines to provide Search Committees with a helpful resource specifically focused on conducting academic searches for faculty. These guidelines are not meant to be all-inclusive and were developed to provide general information and guidance on topics relevant to conducting a search. Committees should seek guidance and direction on specific issues or questions about process as they arise from the Human Resources Department or the Office for Academic Affairs.

Human Resources Department.

The Human Resources Department (HR) monitors the diversity initiatives for Plymouth State University, following the USNH Affirmative Action Plan, and ensuring compliance with all state and federal laws applicable
to recruitment and hiring. Therefore, the Human Resources Department is actively involved in all faculty searches and serves as a resource to the Provost and Vice President for Academic Affairs, Deans of the Colleges, Department Chairs, Search Committee Chairs and Search Committee Members about the hiring process. Specifically, the Human Resources Department will provide guidance and assistance on:

- Applicable Plymouth State University and USNH Policies, federal and state laws applicable to the employment, recruitment and selection process. Additional information can be obtained by clicking on the links provided below:
- Seeking candidates for open positions.
- Advertising and recruitment timelines.
- Strategies to increase the diversity of the applicant pools.
- Interviews, CV/Resume evaluation, Reference checking, etc.
- Completion of the hiring forms used in the process at each step of the search process from the Advertising Initiation Form to the Faculty Selection Form.
- Other related information.

**Hiring Department.**

The Department Chair and hiring department are responsible for several, and sometimes all, steps in the search process. A small department or program may act as a “committee of the whole” for the search. In other departments, that may be the procedure at certain steps in the process.

**Recruitment Plan and Search Timeline.**

A recruitment plan is the result of a departmental strategy developed to seek out highly qualified and diverse applicants. The recruitment plan defines the purpose of the search, where advertising will be focused, networking possibilities, a description of the position, criteria that will be used for reviewing and selecting applicants, and the composition of the search committee.

A search timeline is a planning tool that helps organize each step of the search process. Establishing a timeline for beginning and completing the search ensures a timely, smooth and organized search process. In addition, a recruitment plan and search timeline helps search committee members coordinate their search committee activities and responsibilities around their individual academic commitments.

**Step 1: Authorization to Fill Vacancy ([https://jobs.usnh.edu/hr](https://jobs.usnh.edu/hr))**

**General Information:**

**The Academic Dean must authorize and approve the request to recruit prior to initiating any search committee activities.**

The Department Chair or designated chair of the Search Committee for the hiring department works with the Assistant Director of Human Resources to create the job posting.

If a vacancy is for a new position or temporary contract faculty position, the Department Chair must complete the Position Request Form for New/Temporary Faculty Positions. This completed form must then be sent to
the Office of the Provost for signatures and approval. A search cannot become active until the Position Request Form has been signed by the Provost and the Vice President of Finance and Administration and returned to HR. It is important that departments understand that this process may take a considerable amount of time and can impact their search timeline. If seeking a fast turnaround time it is highly recommended Department Chairs work with their Academic Dean to communicate with the Office of the Provost about their timeline.

- Position Request Form for New/Temporary Faculty Positions

**Step 2: Search Committee Composition**

**Establishing the Search Committee:**

The search committee must be diverse in composition. Search committees and the search committee chair are elected by the hiring department and are comprised of three (3) departmental members and two (2) external representatives. All search committee members, including the external representatives, are voting members. The two external members should be faculty from other departments on campus or related academic professionals in the community. **The composition of the search committee must be presented to Human Resources for review and to the Academic Dean for final approval in advance of the search committee beginning activities.** Departments where women and/or minorities are underrepresented must invite women and/or minorities from other departments to serve on the search committee. Adding diversity to the search committee composition is helpful and adds people who bring different perspectives to the search process and improves the chances of an outcome that best represents the interests of the department and Plymouth State University.

**Role of the Search Committee Chair:**

The Search Committee Chair works closely with the Assistant Director of HR while providing leadership to the committee members and managing the search process to ensure the process is efficient, effective, and accountable. Department Chairs usually are not the chair of the Search Committee. However, there are times when a Department Chair will serve as the Search Committee Chair or be a member on the search committee. The Department Chair and the Academic Dean should regularly be apprised about the status of the search and also be included in search committee activities where possible.

The **Search Committee Chair** is responsible for the following:

1. Being familiar with information contained in these Faculty Search Guidelines.

2. Being in regular contact with the Assistant Director of HR throughout the search process to discuss such things as search progress, concerns, guidance on applicable policies, regulations, guidelines, and deadlines, or other relevant topics.

3. Communicating to the search committee that confidentiality is expected throughout the search process. Informing the committee that all search committee discussions are confidential and that the committee members are expected to maintain confidentiality about individual candidates, candidate status, content of application materials, committee discussions about candidates, and to not share information about candidates with non-committee people within or outside the institution. The Department Chair is privy to the committee activities and should be provided with updates related to the search process and should follow the same guidelines around confidentiality as the other search committee members.

4. Communicating that equal and fair evaluation of all qualified candidates is required. All search committee members must use and complete the established matrix and/or evaluative forms for each qualified candidate, and take appropriate and relevant notes during each candidate’s interview. During each qualified candidate’s interview, the committee will use a pre-established set of interview questions
that each candidate will be asked. Appropriate follow-up questions should be asked relevant to a response that the candidate has provided to a pre-established interview question.

5. Communicating to search committee members that they must objectively evaluate and document appropriate, relevant information that supports their assessment of each candidate’s qualifications.

6. Informing the search committee members that their evaluative materials and notes will be collected at the end of the search and are retained by HR. Search committee notes are retained as a means to show that the search process was fair and supportive of the hiring decision.

7. Establishing a search timeline and coordinating all search committee meetings and activities to ensure a timely finish to the process. This is a critical planning step of the search process particularly when trying to coordinate multiple schedules (candidates, committee members, Academic Dean, students, campus tours, department chair, lunches, dinners, etc.) for campus visits. Search Committee Chairs who have had successful searches in the past will attest to how important this step is.

8. Establishing a qualification matrix and/or evaluative tool with the search committee, based on the advertised position. The committee uses the matrix and/or evaluative tool to screen all qualified applications received within the time frame specified in the advertisement.

9. Ensuring all qualified applicants are reviewed objectively by the committee using the established qualification matrix and/or evaluative tool.

10. Conducting search committee meetings with candidates according to established standards to ensure impartiality and professional and ethical conduct. Reminding committee members about appropriate behavior during interviews (not checking e-mails on laptops, not using cell phones unless taking notes on phone, not leaving in the middle of a presentation, etc.) Also reminding committee members that the interview is mutual, PSU is interviewing the candidate and the candidate is interviewing PSU. How candidates are treated while on campus plays a significant role in a candidate’s decision making about PSU.

11. Having the search committee develop a standard set of phone and campus interview questions to be asked of each qualified candidate interviewed. The interview questions developed must be appropriate and relevant to the advertised job posting. The purpose of developing and using standard sets of interview questions is to provide fairness and equal opportunity to all qualified candidates interviewed. Note: The Search Committee Chair must send the standard set of phone and campus interview questions to the Assistant Director of HR for review and approval.

   ○ Sample Interview Questions – Faculty Positions

12. Familiarizing the Search Committee with Interview Questions Do’s & Don’ts

   ○ Pre-Employment Guidelines, Appropriate/Inappropriate Inquiries

13. Developing and coordinating on campus interview itineraries. All campus interview itineraries must include a search committee interview, teaching demonstration or presentation, an interview with the Department Chair, and an interview with the Academic Dean. Again, advance planning to arrange times for the candidates to meet with the Academic Dean is important. If the candidate is international then a meeting with Lisa Ladd (5-2251) must also be scheduled in order to review visa and work status requirements.

14. Providing candidates selected for an on-campus interview with the necessary forms for related reimbursable travel expenses. (Supplier Registration Form, Petty Cash Slip)
15. Acting as the official spokesperson for the committee. The Search Committee Chair is the only person who should make public comments about the search. Apprising people with “a need to know” about the status of the search. Salary negotiations and potential offers are made solely by the Academic Dean and should not be discussed with candidates or other members of the faculty, staff, and community at large.

Step 3: Advertising

Advertising is the key to success when it comes to conducting a search process. The goal is to communicate the opening to as many people as possible using as many venues as possible to include newspapers, online, trade specific journals, listservs, professional memberships, networking, etc.

Advertisement Content:

- Advertisement content should include an introduction about the University, information about the department, duties, responsibilities, qualities, expectations, minimum qualifications and any additional or preferred qualifications for the position. The advertisement content is very important and establishes the criteria to evaluate whether an applicant is qualified for the position or not. **The Search Committee can’t change expectations, qualities and qualifications after the advertising process begins.** The Sample Faculty Advertisement should be utilized as a framework for formatting.

  - [Sample Faculty Advertisement](#)

- Professional and specialized journals may require a compressed advertisement due to limitations on the number of words and space allowed in advertisements placed in those publications. Short and long versions of advertisements should be prepared to accommodate space and word limitations.

- All advertisements will include the following EEO/AA statement:

  "Plymouth State University is an EEO/AA Employer. We are committed to creating an environment that values and supports diversity, equity, and inclusiveness across our campus community and encourage applications from qualified individuals who will help us reach this mission. Hiring is contingent upon eligibility to work in U.S."

- Language referencing immigration status or citizenship is not included in advertisements. All qualified candidates regardless of their immigration status or citizenship will be considered.

After the job description is created and put into the Faculty Advertisement format the Search Committee Chair sends it to the Academic Dean for pre-approval.

Step 4: Initiation of the Approval Process in PeopleAdmin

Once pre-approved by the Dean the Search Committee Chair then sends the advertisement to HR to begin the online approval process in PeopleAdmin. The online approval process requires the advertisement to be approved by the Dean, the Provost, and the President. This process is automated and the advertisement will be moved forward in the queue once approved at each level. It is important for the search committee to be aware that the position will not post live online until approval has been received from all levels. Edits to the advertisement can be made at any stage in the approval process by any of the approvers. Once the advertisement is posted live online no edits can be made.

Step 5: Advertisement Distribution

Advertisements for tenure track positions are typically placed in a regional source, a national source, a professional or trade specific source and other publications that will attract a diverse applicant pool. In addition, outreach and networking with related professional organizations, professional affiliations, graduate
schools, conferences, etc., should be part of this distribution. Tenure track faculty searches are advertised for a minimum of thirty (30) calendar days. Thirty (30) calendar days is usually a sufficient amount of time to attract a highly qualified and diverse applicant pool.

- The Hiring Department may distribute the advertisement, based on the field and specific knowledge of faculty in the department, to:
  - Other colleges and universities: appropriate departments, faculty, deans, graduate coordinators, graduate schools, affirmative action officers.
  - Major professional associations and their registers and websites.

- The Human Resources Department places the advertisements in other sources including but not limited to,
  - Plymouth State University’s website.
  - Publications designated on the Requisition Form
  - Trade specific journals and publications
  - Other publications that will increase the diversity of the applicant pool.

**Advertising Expenses:**

Advertisements for recruitment are very expensive and costs are steadily increasing. As such Human Resources will pay for one round of online advertising in the following publications/services:

- Chronicle
- Higher Ed Jobs
- Jobs In NH
- A diversity related job posting site

In addition HR pays for the following regional and local paper publications:

- Manchester Sunday Union Leader
- Plymouth Record Enterprise

Departments are responsible for paying advertising expenses in any trade specific or professional publications. HR will post the job listing and work with the department admin for payment of appropriate advertising expenses.

Where there are specific Affirmative Action goals HR will pay and post in relevant publications.

**Affirmative Action and Equal Employment Opportunities:**

Human Resources works closely with the Search Committee Chair to ensure all advertising efforts are reflective of Plymouth State University’s commitment to EEO/AA. Search committees must be proactive in advertising efforts and target publications that will attract women and minority candidates, particularly when the academic department has affirmative action goals.


**Step 6: Rubric Creation**

The most important responsibility of the search committee is evaluating the credentials of the qualified applicants against requirements for the position. The advertisement itself provides the basis for establishing the criteria that should be used to screen applicants. Each applicant who met minimum qualifications for the advertised position must be evaluated against the developed screening criteria to ensure fairness and equal employment opportunity is provided to all applicants. While procedures for screening applicants will vary by
committee due to varying requirements across disciplines, each search committee develops and uses a rubric/matrix to evaluate candidates based on job related criteria. This rubric/matrix might include professional skills, personal characteristics and organizational considerations that the committee believes are important to the position. Some of these considerations include but are not limited to:

- Degrees required or deemed important.
- Experience in teaching, research, academic administration, public service/committee work.
- Professional work in the field.
- Scholarly achievements such as research, publications or presentations.
- Important interpersonal qualities that are related to the job.

  - [Sample Rubric – Complex](#)
  - [Sample Rubric – General](#)

Rubrics must be submitted to the Assistant Director of HR and approved prior to the search committee gaining access to applicants in the PeopleAdmin system.

### Step 7: Search Committee Organizational Meeting

Once the rubric has been approved the search is underway. The search committee then meets with the Assistant Director of HR to discuss the search timeline and procedures, confidentiality guidelines, affirmative action goals, and gain access to the applicants in the PeopleAdmin system.

### Step 8: Search Committee Screening of Applicants

HR conducts an initial screening of all applications for minimum qualifications. After the initial screening for minimum qualifications, the Search Committee begins reviewing the qualified applications using the online system and the screening matrix/rubric that was finalized and approved by HR. All applicants must be screened by the search committee. In the event the committee proposes a soft deadline for application review but leaves the application live online all applicants that come in after the deadline must also be reviewed.

Criteria used for screening applicants must be valid and appropriate predictors of success and applied fairly and equally to all qualified applicants. This requirement also applies to qualified internal applicants in a search process. Internal candidates are afforded the same consideration, not more and not less, as external candidates. Providing fair and equal evaluation of all qualified applicants based on using appropriate criteria relevant to the position will ensure an unbiased, non-discriminatory search process.

Personal biases that can undermine the fair and equal evaluation of qualified applicants must be eliminated from the search process. As an example, some committee members may devalue scholarship on feminist or minority issues because they believe this is not mainstream or as important as other scholarly activities.

Stereotyped ideas based on a qualified applicant’s race, color, religion, national origin, sex, sexual orientation, age, veteran’s status, disability, marital status or any other protected status must also be eliminated. Some examples of stereotypical ideas might be as follows: “minorities do not want to live in New Hampshire,” “women are more transient than men,” “minority’s are not the best qualified,” ”vision or hearing-impaired applicants are not as qualified to teach,”

  - [Stereotypes-Bias-Prejudice](#)
Step 9: Rational for Selection

Rationale must be provided and entered into the online system for each candidate for the purpose of:

- Documenting who the search committee selected for an interview and why
- Documenting who the search committee did not select for an interview and why.
- Returning to the applicant pool should it be necessary to do so later.

All search committees use some sort of evaluation form or action sheet for each candidate to ensure all applicants are evaluated fairly. Whatever method the committee chooses must be applied consistently for all applicants. At each step in the evaluation process whether or not an applicant moves forward and why must be documented and communicated to HR.

After all of the applicants have been screened utilizing the rubric the search committee meets with the Assistant Director of HR to discuss all the applicants and their status within the search process. During this meeting the Assistant Director of HR or a search committee member documents the overall group rationale for selection and non selection. Even though the rationale will be documented in a separate document search committee members should keep all of their individual notes and rubrics until the end of the search at which time they turn in all search related documents to HR.

Step 10: Interview Questions

The Search Committee prepares a standard set of questions that they will ask each candidate during phone interviews and campus interviews. This standard set of interview questions for each level of interview must be submitted to and approved by HR prior to the phone and campus interview phases of the search process. The search committee uses the job related criteria listed in the job posting to develop the phone and campus interview questions. The premise behind using a standard set of phone and campus interview questions is to ensure that each qualified candidate selected receives a fair and equal opportunity to interview for the position. The committee collects relevant job related information from each candidate and makes comparative decisions about the candidates based on their responses to the questions and relevance to the position. Follow up questions are permissible and will vary depending on each candidate’s responses to the standard set of questions.

- Sample Interview Questions – Faculty Positions
- Pre-Employment Guidelines, Appropriate/Inappropriate Inquiries

Step 11: Phone/Skype Interviews

The phone/Skype interview is a great opportunity to have a brief interview with candidates to determine suitability for the position and invite to campus. While the phone/Skype interview is less formal than the campus interview, the process is conducted in the same professional manner as the campus interview.

The Search Committee conducts the interviews as a group and can follow the steps outlined in Sections 13, 14 and 15 for process guidance.

The Search Committee Chair, department Administrative Assistant or a designated committee member makes the arrangements for phone/ Skype interviews. If the department does not have the availability of a speaker phone, arrangements can be made to reserve a speaker phone from the Help Desk (5-2929) conference room large enough to accommodate the search committee should be arranged to conduct the phone/Skype interviews. In order to make a call for the phone interview the Search Chair should obtain the department’s long distance phone code to use.
Note: The speaker phone available from the Help Desk is regularly utilized by many search committees during the fall recruiting season. Search Committees should make advance reservations for the speaker phone to ensure the speaker phone will be available and that the process won’t be delayed.

**Step 12: Rationale, Recommendations, and Travel Arrangements for On-Campus Interviews**

**Rationale and Recommendation:**

Upon completion of the phone/Skype interviews the search committee must meet with the Assistant Director of HR to communicate the results of the interview process with documented rationale for selection and non selection of candidates for campus interviews.

Once HR validates this information, the Search Committee Chair then makes an appointment with the Academic Dean as soon as possible to obtain approval for campus interviews. The Academic Dean must approve finalists for the on-campus interviews before travel arrangements can be made.

**Travel:**

1. **Air Transportation:**

   Alice O’Connor coordinates air transportation for candidates. As a cost saving measure, the Search Committee Chair should try to arrange the interview schedule for a Monday or Friday and encourage the applicants who need to fly in to stay for the weekend, sight see the area, etc. This could mean a cost savings of 50% or more on an airline ticket. Academic Affairs will mail the travel itinerary to the candidate. Note: Please try to allow at least 14 days between the ticket purchases and the interview date. This often results in a large savings on the purchase of airline tickets.

2. **Ground transportation – candidates flying into BOS/MHT:**

   a. The candidate can rent a car at the Boston or Manchester airport. The candidate would make their own car rental reservation and would pay for their rental car and other related expenses (tolls, parking).

   b. Reimbursement – Candidates would be reimbursed for ground transportation and other related travel expenses after completing their campus visits. To be reimbursed, candidates would complete the Non-Employee Travel Reimbursement Form and submit the completed form and all related receipts to Ann Thurston, Assistant Provost for Academic Administration.

   c. A committee or department representative can pick up and drop off the candidate at the airport. This option provides the committee/department with an opportunity to give a candidate a personal “welcome to New Hampshire and Plymouth State University!” Remember, candidates are interviewing the university too and how welcomed a candidate feels throughout their campus visit can make the difference of them accepting an offer from us or not.

   i. Reimbursement – Plymouth State University employees will be reimbursed for mileage and other expenses related to transporting candidates to and from the campus. Employees would be reimbursed the PSU published mileage reimbursement rate, current rate/mile, tolls and parking expenses. Receipts are required for reimbursement of expenses incurred for tolls and parking. To be reimbursed, employees would submit detailed information about the candidate’s
name, mileage and toll expenses, to Ann Thurston, Assistant Provost for Academic Administration.

3. Ground transportation – candidates using their personal vehicle:

Candidates using their personal vehicle to travel to campus for their interview would be reimbursed for the PSU published mileage reimbursement rate, current rate/mile (subject to change), tolls and parking expenses. Receipts are required for reimbursement of expenses incurred for tolls and parking. To be reimbursed, candidates would submit all related receipts to Ann Thurston, Assistant Provost for Academic Administration.

Step 13: Candidate Itineraries for On-Campus Interviews

Candidates recommended for a campus interview may be contacted to arrange the campus visit after the Dean approves the search committee’s recommendation.

The Search Committee Chair makes contact with each approved candidate about their selection for a campus interview, confirms candidate’s continued interest, discusses and confirms a convenient date for a campus visit, etc. The Search Committee Chair advises each approved candidate to contact Alice O’Connor in the Office for Academic Affairs at ext. 52091 or via e-mail at aocconnor@plymouth.edu to coordinate air and hotel reservations. After the air and hotel reservations are confirmed, the search committee coordinates an itinerary for each candidate’s on-campus interview.

Itineraries should identify how the candidate will get to campus, which committee member is picking the candidate up/dropping off, candidate’s arrival time to campus, interview time and location, teaching/presentation time and location, breakfast/lunch/dinner schedule, sub-committee interview times and locations, departure from campus.

Note: All campus interviewees must meet with the appropriate Academic Dean. The Search Committee Chair coordinates the Academic Dean’s interview time and location with Jennifer Cerami at ext. 5-3500. International candidates should plan to meet with Lisa Ladd ext 5-2251, in the Global Education office to determine eligibility to work in the U.S.

- Sample Itinerary

Meals:

- Candidate Reimbursement – The University will reimburse candidates for meals following Plymouth State University’s Travel Office guidelines. Specific information about these guidelines can be found at http://www.plymouth.edu/travel/Travel%20for%20Interview%20Candidates.htm

Note: Candidates who bring a spouse with them for their campus visit should be informed that alcoholic beverages and spouse’s meals are not reimbursable. Meal tips will be reimbursed at the USNH standard rate, generally not to exceed 15%.

- Employee Reimbursement – University employees will be reimbursed for expenses incurred while entertaining candidates for on campus interviews. Employees should submit a detailed receipt about the dining expenses, name of the candidate, and names of the search committee members present for the meal. Alcoholic beverages and spouses meals are not reimbursable.

Note: The Search Committee Chair is required to include two members from the search committee for the breakfast/lunch/dinner portion of the candidate itineraries. This means committee members, not other members of the campus community or committee member spouses. The Search Committee Chair must
receive prior approval from Ann Thurston, Assistant Provost for Academic Administration at ext. 52291 in the Office for Academic Affairs when more than two search committee members will be participating in meal entertaining if there is an expectation for reimbursement for those additional members.

Lodging:

Lodging will be coordinated by the Office for Academic Affairs. Please provide the Office for Academic Affairs with enough lead time to make reservations, paying particular attention to candidates who will be visiting the campus during peak times such as Medieval Forum, school holiday periods, graduation, Alumni Weekend, fall foliage season, etc. Lodging expenses are generally paid by the Office for Academic Affairs.

Step14: On-Campus Interviews

The on-campus interview is one of the final steps in the search process. The on-campus interview provides the search committee and the candidate with another opportunity to interact on a deeper level, evaluating each other to determine if there is a match. As a reminder, Search Committees sometimes forget that candidates are interviewing, evaluating and rating the committee and the search process. Please remember that how organized the campus visit is as well as each search committee’s interaction with the candidate can influence, positively or negatively, a candidate’s decision to accept or decline an offer. A professionally planned and respectfully conducted interview should provide both the candidate and the committee with adequate information to make a determination about suitability, level of experience for the position, and if there is a match.

Conducting the Campus Interviews:

Specifically, the Search Committee uses a standard set of campus interview questions for each candidate interviewed to ensure equal opportunity for all candidates based on job related criteria listed in the job posting. As each candidate interviews, the committee documents the candidate responses to the interview questions as well as other pertinent information gleaned from the candidate responses to the interview questions. Again, follow up questions are appropriate and will vary depending on each candidate’s responses to the standard set of questions. The Search Committee members can then use their interview notes to complete an objective, comparative analysis about the appropriateness of each candidate’s responses to the interview questions and the relevance of the response to the job. All Search Committee members must take detailed, appropriate notes during the interviews with each candidate. Documenting the steps of the search process demonstrates that the search process was fair, equal, unbiased and not discriminatory in any way.

Evaluating Interview Responses:

It is very important that the Search Committee evaluate all candidates’ responses consistently and fairly to ensure we are not engaging in any discriminatory practices. The Search Committee should base the evaluation of each candidate’s responses to the standard set of interview questions on how well the candidate’s responses demonstrate their knowledge, skills, and abilities for the position.

Common problems individual Search Committee members face when evaluating candidate responses are letting one trait of a candidate influence their judgment about that person on other traits, evaluating candidates by giving special consideration to those candidates who exhibit qualities that they perceive in themselves, among other rating errors. Search Committee members should be sensitive to these types of evaluation mistakes and keep personal biases out of the evaluation process.

- Common Rating Errors
- Stereotypes-Bias-Prejudice
Step15: On-Campus Rationale and Reference Release

Rationale:

After campus interviews have concluded the search committee and the Assistant Director of HR meet to review the candidates, make decisions on recommendations for hiring, and document rationale. Rationale at this stage typically identifies each candidate’s strengths, weaknesses and overall suitability for the position. Once the rationale has been documented and a finalist(s) have been selected notification about finalist and rationale should be sent to HR, the Department Chair, and the Academic Dean.

Plymouth State University is committed to diversity and therefore, diversity is a factor that must be considered throughout the search process and the hiring recommendation. When considering the value added factors of diversity, think about each candidate’s

- Ability to represent an underserved or underrepresented group
- Aptitude to expand a program and/or pedagogy to provide unique educational experiences to Plymouth State University’s students.

Reference Release:

Reference checking is an important but very time-consuming task of the search process. At the reference checking stage, the Search Committee Chair should talk with the candidate and confirm in advance of contacting references that the candidate remains interested in the position and obtains permission to speak directly with references. Prior to checking a candidate’s references the candidate must sign and submit to HR the Permission to Check References Form. The purpose of reference checking is to verify information that candidates have provided during the interview process and obtain additional relevant information that the candidates cannot objectively provide.

- Permission to Check References Form

Once the completed Permission to Check References Form is submitted to HR the Assistant Director of HR will send the Search Committee Chair the Reference Check Form.

Step16: Reference Checks

Reference checking can begin at the campus interview phase of the search process or after the campus interview phase is complete and a finalist has been identified. Regardless of whether reference checking begins at the campus interview phase or once a finalist is identified, reference checking must be done fully and consistently.

Examples:

1. If the Search Committee begins reference checking during the campus interview phase then references would be checked for each candidates selected for a campus interview.

2. If the Search Committee begins reference checking after the campus interview phase and when a finalist has been identified, then the Search Committee would only check references on the finalist for the position.

The Search Committee Chair typically conducts the reference checks but may assign the reference-checking task to other Search Committee members. Typically, the Search Committee will contact a minimum of three (3) professional references which are listed in the candidates application on the PeopleAdmin system.
When reference checking, an important rule of thumb to keep in mind for questions are as follows: Questions and subject areas that are inappropriate during the interview are also inappropriate during the reference check phase. That is, inquiries into marital status, children, disability, use of worker’s compensation, race, religion, sexual orientation, veteran status, or any other area prohibited by the law are off limits. These areas have no relevance in determining if a person is qualified for the position.

**Step 17: Job Offer**

The Academic Dean will normally extend a job offer to the candidate who the Search Committee identified as doing the best at demonstrating their ability to meet the qualifications for the position and the needs of the department and the university. However, in the event that the Academic Dean has concerns about a candidate selected as the finalist, the rank order of the finalists, seeks additional materials on the candidate, etc., the Academic Dean will address those concerns directly with the Search Committee Chair and will not proceed with a job offer until the matter is resolved. In most cases, the Academic Dean will follow the Search Committees recommendation and begins negotiation with the candidate trying to reach a mutually agreeable job offer. In the event that a mutually agreeable job offer cannot be negotiated, the Academic Dean will usually move on to the next viable candidate and start the job offer process over. The Academic Dean bases the job offer decision on the individual interviews, recommendations from the Search Committee on the finalists, and an optional final reference conducted with the Academic Dean of the finalist’s respective institution. All job offers are contingent upon successful completion of a background review which also includes verification of academic credentials.

**Step 18: Faculty Contract**

When the candidate verbally accepts the job offer from the Academic Dean, the Executive Assistant to the Provost begins filling the position by generating an employment contract that confirms the specifics of the job offer, including rank, salary, equipment requests, release time, or special circumstances, etc. The Executive Assistant to the Provost along with the Dean will complete the Faculty Offer Form and submit to HR.

**Step 19: Closing the Search**

Search Committee Chair collects all evaluative search materials from each Search Committee member and schedules a meeting with HR within one week of the job offer being accepted to close out the search. During the meeting with HR, the Search Committee Chair submits all relevant search committee member notes and evaluative documentation for retention, including the completed reference checks and signs off on the Position Filled Form.

**Record Retention:**

HR retains the following documentation for the search process:

- A record of each candidate’s interview including notes taken.
- The rationale for selection and non-selection supportive of the hiring decision.
- Information about why a job offer was rejected.

Additionally, the search process must be able to demonstrate that there was a good faith effort towards recruiting women and minorities as required under Executive Order 11246. The records that must be maintained are as follows:

- A copy of all advertisements and form letters that were sent to other institutions or organizations announcing the vacancy.
- A listing of the locations where the position was posted.
- An indication of the extent to which nominations were solicited from colleagues and professional associations. (A log of letters sent and calls made should be maintained.)
- Efforts taken to increase the diversity of the applicant pool.

Plymouth State University retains a copy of all submitted application materials for faculty positions for a minimum of three years. At the close of a faculty search, the Search Committee Chair collects all relevant search materials including evaluation notes, interview notes, notes from search committee meetings involving discussions about the candidates, etc., from each search committee member and brings them to the Human Resources Office to officially close the search. (See Section 19 above – Position Filled). The Human Resources Office retains all search documentation submitted by the search committee along with the original resumes.

**Step 20: Applicants Notified**

At the close of a search once the finalist has accepted the position HR will notify all applicants via email about the close of the search.