SEARCH COMMITTEE RECRUITMENT MANUAL FOR FACULTY LIMITED-TERM RESEARCHERS POSTDOCTORAL FELLOWS AND RESEARCHERS EXEMPT AND NON-EXEMPT STAFF
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The search committee plays a key role in the recruiting, selecting and hiring process. Each member is responsible for ensuring that fair and equitable treatment is given to all applicants. Committee members are expected to carefully review applicant files, participate actively in the selection of candidates for campus interviews, and maintain strict confidentiality concerning committee deliberations. The following outline highlights major committee functions:

- Assisting the dean, vice president, or unit administrator in developing the job description and position announcement.
- Developing and implementing an advertising and recruitment plan that broadly announces the position vacancy to applicants from protected groups both on and off campus.
- Screening and evaluating applicants and doing so with a full understanding of the department or unit's utilization analysis for the particular job group.
- Identifying a list of candidates to interview and, once the Human Resources Recruitment Office approval is secured, interviewing the candidates.
- Preparing a recommendation to fill the position vacancy based on the search process.

The search committee should meet as soon as possible after interviews are concluded to discuss their findings and prepare a recommendation for the department chair, dean, vice president, or unit administrator and the Human Resources Recruitment Office. Committee members should carefully review the qualifications of each candidate, including the letter of application, curriculum vitae or resume, references, and the remarks of those who participated in the interview. Depending on the original charge, a committee may be required to rank order candidates, i.e., the top three or five candidates. In evaluating qualifications, the committee should avoid subtle forms of bias and insure equal opportunity for each candidate. Committee conclusions should be recorded and summarized.

The position announcement for faculty, department chairpersons, and academic unit administrators should contain the statement “The curriculum vitae and application materials shall be shared with departmental faculty.”

The final written recommendation is forwarded to the department chair, dean, unit head, vice president, or provost and Human Resources Recruitment Office via the Request to Recruit Offer Status web form. The hiring department retains all search records for the current year plus five (5) years.

Search committee chairs should also become familiar with the following:

- Policy 3-11 - Relocation Allowance for New Faculty and Professional Members - www.udel.edu/ExecVP/polprod/3-11.html
- Policy 3-12 - Recruiting and Moving Expenses www.udel.edu/ExecVP/polprod/3-12.html
### CHECKLIST FOR THE SEARCH PROCESS

<table>
<thead>
<tr>
<th>SEARCH PROCESS</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorization for recruitment given by dean, vice president, or appropriate</td>
<td></td>
</tr>
<tr>
<td>unit administrator and the executive vice president or provost.</td>
<td></td>
</tr>
<tr>
<td>✔️ Request to Recruit Form completed.</td>
<td></td>
</tr>
<tr>
<td>Search committee chair appointed.</td>
<td></td>
</tr>
<tr>
<td>Search committee identified.</td>
<td></td>
</tr>
<tr>
<td>Search procedure developed.</td>
<td></td>
</tr>
<tr>
<td>Affirmative action approval of job description, position announcement, and</td>
<td></td>
</tr>
<tr>
<td>committee membership completed.</td>
<td></td>
</tr>
<tr>
<td>✔️ Request to Recruit advertisement and search committee form completed.</td>
<td></td>
</tr>
<tr>
<td>Announcement of position vacancy posted in professional journals, appropriate</td>
<td></td>
</tr>
<tr>
<td>publications of minority and women's associations, and in vita banks, with</td>
<td></td>
</tr>
<tr>
<td>NASULGC, colleges, and universities, etc.</td>
<td></td>
</tr>
<tr>
<td>✔️ Applicant Information Form and a letter of acknowledgment is sent to all</td>
<td></td>
</tr>
<tr>
<td>applicants.</td>
<td></td>
</tr>
<tr>
<td>Search committee meets and reviews applications and develops a list of final</td>
<td></td>
</tr>
<tr>
<td>candidates.</td>
<td></td>
</tr>
<tr>
<td>✔️ List forwarded to dean, vice president, or appropriate unit administrator,</td>
<td></td>
</tr>
<tr>
<td>and to the human resources recruitment office for approval via the Request to</td>
<td></td>
</tr>
<tr>
<td>Recruit Applicant Pool Form.</td>
<td></td>
</tr>
<tr>
<td>Interviews conducted.</td>
<td></td>
</tr>
<tr>
<td>Finalist recommended, as appropriate, to department chair, dean, unit head,</td>
<td></td>
</tr>
<tr>
<td>vice president or provost via the Request to Recruit Offer Status Form.</td>
<td></td>
</tr>
<tr>
<td>Human resources recruitment office informs search chair that approval process</td>
<td></td>
</tr>
<tr>
<td>has been completed via the Request to Recruit Offer Status Form.</td>
<td></td>
</tr>
<tr>
<td>Search committee chair informs human resources recruitment office and, as</td>
<td></td>
</tr>
<tr>
<td>appropriate, the department chair, dean, vice president, or unit head of the</td>
<td></td>
</tr>
<tr>
<td>results of the offer to hire.</td>
<td></td>
</tr>
<tr>
<td>✔️ Request to Recruit Offer Status Form completed.</td>
<td></td>
</tr>
</tbody>
</table>
### UNLAWFUL INTERVIEW QUESTIONS

You are required by law to keep interview questions job-related. Charges of discrimination can result from improper questioning during an interview. The following are categories that should be avoided during an interview unless job-related.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PERMISSABLE TO ASK</th>
<th>MAY BE DISCRIMINATORY. DON’T ASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender and family issues</td>
<td>If applicant has relatives already employed at the university</td>
<td>• Number of children/child-care&lt;br&gt;• Marital status&lt;br&gt;• Spouse’s occupation&lt;br&gt;• Health-care coverage through spouse&lt;br&gt;• Maiden name (of married woman)&lt;br&gt;• Cannot request a photo of applicant</td>
</tr>
<tr>
<td>Race</td>
<td>• No questions may be asked</td>
<td>• Ethnic association of surname&lt;br&gt;• Birthplace of applicant/applicant’s parents</td>
</tr>
<tr>
<td>National origin or ancestry</td>
<td>• Whether applicant has a legal right to be employed in the US&lt;br&gt;• Ability to speak/write English fluently (if job-related)&lt;br&gt;• Other language spoken (if job-related)</td>
<td>• Nationality, lineage, national origin&lt;br&gt;• Nationality of applicant’s spouse&lt;br&gt;• Whether applicant is citizen of another country&lt;br&gt;• Applicant’s native tongue</td>
</tr>
<tr>
<td>Religion</td>
<td>• Whether applicant is able to work on the days/times required by the job</td>
<td>• Religious affiliation&lt;br&gt;• Religious holidays observed</td>
</tr>
<tr>
<td>Age</td>
<td>• If applicant is over age 18&lt;br&gt;• If applicant is over age 21 (if job-related)</td>
<td>• Date of birth&lt;br&gt;• Date of high school graduation&lt;br&gt;• Age</td>
</tr>
<tr>
<td>Disability</td>
<td>• Whether applicant can perform essential job-related functions</td>
<td>• If applicant has a disability&lt;br&gt;• Nature or severity of disability&lt;br&gt;• Whether the applicant has ever filed workers’ compensation claim&lt;br&gt;• Recent or past surgeries and dates&lt;br&gt;• Past medical problems</td>
</tr>
<tr>
<td>Sex</td>
<td>• No questions may be asked</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>• Academic, vocational, or professional schooling&lt;br&gt;• Training received in US Military&lt;br&gt;• Membership in trade or professional association related to the position&lt;br&gt;• Job references</td>
<td>• Number and kind of arrests&lt;br&gt;• Height and weight except if a bona fide occupational qualification&lt;br&gt;• Veteran status, discharge status, or branch of service&lt;br&gt;• Contact in case of emergency (appropriate to ask post-hire)</td>
</tr>
</tbody>
</table>
THE RECRUITMENT PROCESS

The following sections of the Manual set forth the procedures for filling faculty, limited term researcher, postdoctoral fellow, postdoctoral researcher, professional and salaried staff vacancies. The Appendix describes strategies for effective faculty and professional searches to help comply with University procedure and equal employment and affirmative action regulations. Human Resources – Recruitment should be contacted whenever a more detailed explanation is needed.

SEARCH PROCEDURES

All full-time permanent and full-time limited term positions that extend beyond a one-year term are filled by a regional or national search. The University affirms that, insofar as possible, full-time faculty should be used for instruction. When full-time positions become available, those individuals with appropriate credentials who have already served the University in other academic instructional roles represent a source of candidates worthy of careful consideration.

The procedures described below are the minimum activities that should be followed when filling a faculty vacancy. The Office of Human Resources provides downloadable copies of sample letters and other templates. It is important that these procedures are applied consistently and completed within a reasonable time frame. Departments should, therefore, keep careful records of all search activities, including the date or dates on which they occurred. Search records are to be kept for a period of five (5) years.

OBTAINING AUTHORIZATION TO RECRUIT

Creating a New Full-, Part-time, or Limited Term Position

The department chair or director submits, via the Request to Recruit web process, a new position request that describes the duties, education, and experience requirements for the position and the anticipated starting salary. All of the approvals required to create a new position will be obtained through the Request to Recruit web process. In the case of exempt employee recruitment, the dean or vice president approves the position, identifies the funding source, and drafts the position description. Copies of the position description are sent to the Office of Classification and Compensation. The position is assigned an appropriate classification level by the Office of Classification and Compensation, which also assures that the job requirements do not exclude protected class members. When the department receives the approved Request to Recruit form it can continue with the web process to recruit for the position.

REPLACING AN EXISTING FULL-, PART-TIME, OR LIMITED TERM POSITION

As appropriate, approval of the department chair, director, provost, or executive vice president is required before a department can fill a vacant staff position. The department completes the Request to Recruit web process to start the recruitment process.
**FACULTY SEARCH PROCESS**

1. The provost must authorize a request to create a new faculty position or to fill a faculty vacancy. Once approval is obtained, the department must complete the Request to Recruit web form. The dean, chair, or appropriate academic officer then establishes the recruitment procedures and appoints a search committee chair and the membership of the search committee.

2. The search committee should adequately represent a diverse background. With the approval of the Human Resources Recruitment Office, the search committee may include alumni or employees of relevant businesses and industries.

3. The position announcement for faculty, department chairpersons, and academic unit administrators should contain the statement “The curriculum vitae and letters of reference shall be shared with departmental faculty.”

4. The search committee chair should submit the Request to Recruit Advertisement and Search Committee web form to the Human Resources Recruitment Office for approval. The form includes the proposed search committee, position announcement, and potential publications for advertisements. Approval by the Human Resources Recruitment Office normally takes three (3) working days from receipt of these materials, and this approval authorizes initiation of the search process. In those instances where additional recruitment sources are suggested or where there are questions concerning the position announcement or the composition of the search committee, the Human Resources Recruitment Office will make these concerns known to the search committee chair within three (3) working days of receiving the materials.

5. The search committee chair holds an initial meeting so that the dean, department chair, or unit administrator (as appropriate) can charge the committee, discuss the unit’s affirmative action utilization goals, and assist in the development of the position announcement, which must include a closing date. As needed, the Office of Equity and Inclusion and/or the Human Resources Recruitment Office will provide a representative to attend this meeting to answer questions about the search process.

6. The Office of Human Resources obtains cost estimates for the advertisements and forwards the estimates to the search committee chair and the account code administrator for approval.

7. Each applicant for a professional vacancy receives both an Applicant Information Form and a letter of acknowledgment from the chair of the search committee. Applicants return the form to the Office of Human Resources. Prospective candidates may not be interviewed until this form is completed; however, the AIF form may be provided to the candidate and filled out just prior to the interview. In searches to fill positions in underutilized departments/units, the Human Resources Recruitment Office notifies the search committee chair when protected class members are identified.

8. The Human Resources Recruitment Office must review the pool of finalists selected by the search committee for the vacant faculty position. Prior to scheduling interviews with finalists and prior to sending letters of rejection to other applicants, the search committee chair submits, on the Request to Recruit Applicant Pool web form, the list of finalists, and sends copies of their application materials and curriculum vitae to the Human Resources Recruitment Office. This office responds to the search committee chair within three (3) working days from the receipt of the Request to Recruit Applicant Pool web form.
9. Final recommendations of the search committee for filling the vacant faculty position are forwarded via the Request to Recruit Offer Status form by the search committee chair to the department chair and to the dean. The dean or appropriate academic officer submits the name of the individual recommended for faculty appointment to the Human Resources Recruitment Office prior to offering the position to the candidate of choice.

10. The Human Resources Recruitment Office will respond within three (3) working days concerning the recommended candidate. Affirmative action approval is required before an offer of appointment can be made.

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**PROFESSIONAL SEARCH PROCESS**

The procedures listed below describe the minimum activities that should be followed when filling a professional vacancy. It is important that these procedures are applied consistently and completed within a reasonable time frame. Departments should, therefore, keep careful records of all search activities, including the dates on which they occurred.

1. The appropriate dean, director, provost, or vice president authorizes filling a professional position following one of the authorization procedures outlined above. He or she establishes the recruitment procedures to be followed, appoints a search committee chair, and identifies individuals to serve on the search committee.

2. The search committee should adequately represent a diverse background. With the approval of the Human Resources Recruitment Office, the search committee may include alumni or employees of relevant businesses and industries.

3. The search committee chair holds an initial meeting so that the designated hiring official (dean, department chair, or unit administrator) can charge the committee, discuss the unit’s affirmative action utilization goals, and assist in developing the position announcement which must include a closing date. As needed, the Office of Equity and Inclusion and/or the Human Resources Recruitment Office will provide a representative to attend this meeting to answer questions about the search process.

4. The search committee chair should submit to Human Resources Recruitment Office the Request to Recruit Advertisement and Search Committee web form for approval. It includes the proposed search committee, position announcement, and proposed publications. Approval by the Human Resources Recruitment Office normally takes three (3) working days from receipt of these materials, and this approval authorizes initiation of the search process. In those instances where additional recruitment sources are suggested or where there are questions concerning the position announcement or the composition of the search committee, the Human Resources Recruitment Office will make these concerns known to the search committee chair within three (3) working days of receiving the materials.

5. The Human Resources Recruitment Office sends the approved position announcement to the Office of Human Resources for advertisement in approved recruitment sources. The Office of Human Resources obtains cost estimates for the advertisements and forwards the estimates to the search committee chair and the account code administrator for approval.
6. Each applicant for a professional vacancy receives both an Applicant Information Form with the requisition number, job title, and department printed in red ink and a letter of acknowledgment from the chair of the search committee. Applicants return the form to the Office of Human Resources. Prospective candidates may not be interviewed until this form is completed; however, the form may be provided to the candidate and filled out just prior to the time of the interview. In searches to fill positions in underutilized departments/units, the Human Resources Recruitment Office notifies the search committee chair when protected class members are identified.

7. The Human Resources Recruitment Office must review the pool of finalists selected by the search committee for the vacant professional position. Prior to scheduling interviews with finalists and prior to sending letters of rejection to other applicants, the search committee chair submits, via the Request to Recruit Applicant Pool web form, the list of finalists, and sends copies of their application materials and curriculum vitae (all materials should be copied front to back) to the Human Resources Recruitment Office. A search may be extended if, in the judgment of the Human Resources Recruitment Office, there are insufficient qualified protected class members in the applicant pool and the job group is underutilized.

8. Final recommendations of the search committee for filling the vacant professional position are forwarded via the Request to Recruit Offer Status web form by the search committee chair to the Human Resources Recruitment Office prior to offering the position to the candidate of choice.

9. The Human Resources Recruitment Office will respond within three (3) working days concerning the recommended candidate. This approval is required before an offer can be made.

**INTERNAL PROFESSIONAL SEARCH PROCESS**

A search at the professional level which is only done internally within the University requires initial authorization from the Offices of the Executive Vice President or the Provost (for levels 16 and above), deans, or directors (for levels 15 and below), and approval from the Human Resources Recruitment Office before internal advertisement occurs. Once approval is given, the appropriate academic/administrative department head appoints a search committee chair.

1. The Request to Recruit web form is used to initiate the recruitment process. The chair forwards, via the Request to Recruit Advertising and Search Committee web form, copies of the proposed position announcement and the proposed search committee members to the Human Resources Recruitment Office. The search committee should adequately represent a diverse background. With the approval of the Human Resources Recruitment Office, the search committee may include alumni or employees of relevant businesses and industries. Approval by the Human Resources Recruitment Office normally takes three (3) working days from receipt of these materials, and this approval authorizes initiation of the search process. In instances where there are questions concerning the position announcement or the composition of the search committee, the Human Resources Recruitment Office will make these concerns known to the search committee chair within three (3) working days of receiving the materials.

2. The Human Resources Recruitment Office sends the approved position announcement to the Office of Human Resources for advertisement on the University’s employment web site. Each applicant for an internal professional vacancy receives both an Applicant Information Form with the requisition number, job title, and department printed in red ink and a letter of acknowledgment from the chair of the search committee. Applicants return the form to the Office of Human Resources. Prospective
candidates may not be interviewed until this form is completed; however, the form may be provided
to the candidate and filled out prior to the interview.

3. The Human Resources Recruitment Office must review the pool of finalists selected by the search
committee for the vacant professional position. Prior to scheduling interviews with finalists and
prior to sending letters of rejection to other applicants, the search committee chair submits, via the
Request to Recruit Applicant Pool web form, the list of finalists, and sends copies of their application
materials and curriculum vitae (application materials should be copied front to back) to the Human
Resources Recruitment Office. The Office responds to the search committee chair within three (3)
working days from the receipt of the list concerning the representation of qualified protected class
members in the pool of finalists.

4. Final recommendations of the search committee for filling the vacant professional position are
forwarded, via the Request to Recruit Offer Status web form by the search committee chair to the
academic/administrative department head and to the Human Resources Recruitment Office prior to
making an offer and sending letters of rejection to applicants who were interviewed.

5. The Human Resources Recruitment Office will respond within three (3) working days concerning
the recommended candidate. Affirmative action approval is required before an offer of appointment
can be made.

SALARIED STAFF SEARCH PROCESS
The recruitment of salaried staff is centralized in the University’s Office of Human Resources. It works
closely with the Office of Equity and Inclusion to assure, to the fullest extent possible, that protected
class members are included in applicant pools for salaried staff positions and that department chairs,
supervisors and administrators are aware of the utilization analysis for salaried staff in their units.

1. The search process begins when the hiring unit initiates the Request to Recruit web form.

2. The position is advertised, via the Request to Recruit Advertisement and Search Committee web
form, on the University’s Employment website. The Office of Human Resources representative assists
in placing advertisements in local newspapers and external publications if requested. The cost for
advertisement is paid by the hiring unit.

3. After the position has been advertised for at least one week, the Office of Human Resources sends
the resumes of qualified candidates to the hiring unit, taking into consideration the unit’s level
of utilization and affirmative action goals. The hiring department will submit, via the Request
to Recruit Applicant Pool web form, a list of finalists for the position to the Human Resources
Recruitment Office for approval. The hiring unit schedules and conducts interviews once it has
received approval of their interview pool.

4. The hiring unit submits via the Request to Recruit Offer Status web form final recommendations for
filling the staff vacancy to the Human Resources Recruitment Office for approval.

5. Upon approval of the finalist from the Human Resources Recruitment Office, the hiring department
conducts all reference checks

6. The Human Resources Recruitment Office works with the hiring department on a salary offer.
SEARCH RESOURCES

Request to Recruit Form https://chico.nss.udel.edu/webforms/embtform?wf_id=109&wf_case=blank

Sample Letters www.udel.edu/udjobs/recruittools/letter.html

Applicant Information Form www.udel.edu/udjobs/newsite/recruittools/aif.pdf

ADVERTISING PROCEDURES

The Office of Human Resources provides a centralized process for advertising vacant faculty and administrative/professional positions. This includes preparing and placing ads consistent with University guidelines and publication requirements, monitoring advertisement costs, and serving as a repository for advertisement requests.

1. The Search Committee Chair forwards the Request to Recruit Advertisement and Search Committee web form and a copy of the advertisement to the Affirmative Action Officer. This should include a list of the publications, journals, websites, listservs and/or newspapers in which the position will be advertised.

2. The Affirmative Action Officer reviews the advertising sources to assure that the position announcement appears in publications that provide a broad-based readership. The Affirmative Action Officer may consult with the provost or executive vice president if advertising in additional sources appears warranted. The Affirmative Action Officer then forwards approved Request to Recruit Advertisement and Search Committee web form to the Office of Human Resources.

3. The Office of Human Resources provides cost estimates for advertisements to be placed through the services of the University’s advertising agency, in local/regional newspapers, websites, and national publications.

4. The Office of Human Resources sends electronically a file to the account code administrator containing advertisements and prices. In conjunction with the account code administrator, the chair determines which advertisements are to be placed and the account code administrator notifies Human Resources to place the chosen advertisements.

5. The Office of Human Resources places ads and monitors placement to assure accuracy of advertising and costs.
EMPLOYMENT OF NON-U.S. CITIZENS

The Immigration Act of 1990, enacted in October, 1991, imposes strict federal regulations on employers. To comply with the law, the University of Delaware must verify the identity and employment eligibility of anyone hired – regardless of the source of funding. The I-9 form, Employment Eligibility Verification Form, must be completed by every person who is hired.

To complete the I-9 form, which is required to receive a paycheck, the foreign employee (non-U.S. citizen) must possess a visa type that permits him/her to receive payment/salary. Prior to hiring a non-U.S. citizens, it is imperative that departments contact the Office for International Students and Scholars because that office is responsible for completing the I-9 form for all foreign employees. Individuals without proper visa cannot be paid.

Please contact the Office for International Students and Scholars (302-831-2115) (email: oiss@udel.edu) for further information. The staff will be happy to help you.

EQUAL OPPORTUNITY / AFFIRMATIVE ACTION STATEMENT

To the extent permitted by applicable State and Federal laws, the University of Delaware is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, creed, color, sex, age, religion, national origin, veteran or handicapped status, or gender identity and expression, or sexual orientation in its educational programs, activities, admissions, or employment practices as required by Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes. The University of Delaware has designated Karen Mancini, Director of the Office of Disabilities Support Services, as its ADA/Section 504 Coordinator under Federal law. Inquiries concerning Americans with Disabilities Act compliance, Section 504 compliance, campus accessibility, and related issues should be referred to Karen Mancini (302-831-4643) in the Office of Disabilities Support Services. Inquiries concerning Title VII and Title IX compliance and related issues should be referred to the Director of the Office of Equity and Inclusion, Becki Fogerty (302-831-8063).
The Office of Equity and Inclusion (OEI), established in 2009 as a merger of the Office of Women’s Affairs, the LGBT Community Office, and the Office of Affirmative Action and Multicultural Programs, holds at the heart of its mission to advocate for an equitable and inclusive work and learning environment by monitoring, coordinating, and overseeing the University’s diversity and inclusion initiatives.

The Diversity and Climate Advisory Commission (DCAC) was established in 2010 as a forum for the collegial exchange of ideas about diversity and climate issues, to provide a recognized avenue for offering advice and counsel to the University community, and to assure that matters of diversity on campus, particularly issues impacting those who have been historically excluded, are discussed. DCAC’s core mission is to enhance the visibility of all aspects of diversity on the University campus and in the community. DCAC will have nine caucuses dedicated to a variety of issues for protected classes.

- African Heritage
- Women
- Latino/a and Hispanic Heritage
- Asian/Pacific Islander Heritage
- Muslim Heritage
- Religious/Spiritual Life
- Lesbian, Gay, Bisexual, and Transgender Concerns
- Disability
- International Scholars

For more information about OEI, DCAC, or the Caucuses, contact:
Office of Equity and Inclusion
305 Hullihen Hall
(302) 831-8063
www.udel.edu/oei

For the full Affirmative Action Hiring and Recruitment Policy (4-1), visit www.udel.edu/ExecVP/policies/personnel/4-01.html.

For the full Affirmative Action & Equal Opportunity (Non-Discrimination) Policy (4-40), visit www.udel.edu/ExecVP/policies/personnel/4-40.html.
WHAT ARE AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY, AND HOW ARE THEY DIFFERENT?

Equal Opportunity refers generally to the equal treatment of applicants and employees beginning from the search committee composition all the way through to promotion procedures. Affirmative Action generally refers to a specific way to achieve equal opportunity through steps taken that ensure that a diverse applicant pool is reached during the recruitment process.

HOW DOES THE UNIVERSITY DETERMINE ITS AFFIRMATIVE ACTION GOALS AND AA/EO COMPLIANCE?

HR Recruitment conducts annual workforce analyses for every organizational unit at the University of Delaware. These analyses identify employees by race, gender, and job group assignment. At the same time, the availability of protected class members to fill positions in each job group is calculated using an eight-factor statistical design that includes such data as the census figures of the labor market and the number of protected class members qualified to be promoted within the University of Delaware. Availability is reported in terms of the percentage of protected class members in the pool of qualified persons for each job group.

The University’s recruitment and hiring procedures are designed to achieve the fair and adequate representation of protected class members in the workforce. When the representation of protected class members in an academic or administrative unit or job group approximates their availability in the relevant labor market, the protected group is considered to be represented in sufficient numbers to meet equal opportunity requirements.

When protected groups are underrepresented in an academic or administrative unit or job group, the University is committed to comply with applicable equal employment and affirmative action laws and regulations. This means that whenever there is a vacancy in an underrepresented job category, good faith efforts will be undertaken to include qualified members of the underrepresented protected group in the applicant or promotion pool. From this pool, the best qualified candidate will be chosen.

HOW ARE AFFIRMATIVE ACTION GOALS DIFFERENT FROM QUOTAS?

Under the Vice President for Administration, the Office of Equity and Inclusion (OEI) and HR Recruitment monitors the University’s progress under Executive Order 11246. If we identify a job group as underutilized for minorities and/or women, we then establish employment goals and exert every good faith effort toward meeting them. Good faith efforts may include expanded outreach, recruiting, training, and other activities to increase the pool of qualified minorities and females. Affirmative Action goals are not the equivalent of inflexible, rigid quotas that must be met; they are targets.

I AM A MEMBER OF A SEARCH COMMITTEE AND WOULD LIKE TO KNOW THE RACE AND SEX OF THE CANDIDATES WE ARE CONSIDERING. CAN YOU GIVE THAT TO ME?

We cannot disclose information obtained from candidates regarding their race and sex. Hiring on the basis of a candidate’s race or sex is illegal and revealing this information may create legal liabilities. Further, candidates are told that this information is voluntary, not a condition of employment, and will not be shared with anyone involved in the hiring process.
Federally protected class members are individuals identified under Title VII of the Civil Rights Act as amended and Executive Order 11246. The following groups are considered to be protected under operative equal opportunity and affirmative action legislation:

**MINORITIES**
- **American Indian or Alaskan Native** (Not Hispanic or Latino) – A person with origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.
- **Asian** (Not Hispanic or Latino) – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, Vietnam, or the Pacific Islands.
- **Black or African American** (Not Hispanic or Latino) – A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino** – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **Native Hawaiian or Other Pacific Islander** (Not Hispanic or Latino) – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**PERSONS WITH DISABILITIES**
Any person who:
1. Has a physical or mental impairment that substantially limits* one or more of his or her major life activities,
2. Has a record of such impairment, or
3. Is regarded as having such impairment.

*A disability is substantially limiting if it is likely to cause difficulty in securing, retaining, or advancing in employment.

**WOMEN** – Any person whose biological sex is female.

**VETERANS**
- **Qualified Disabled Veteran** – A disabled veteran who is capable of performing a particular job with reasonable accommodation to his or her disability.
- **Veteran of the Vietnam Era** – A person who served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964, and May 7, 1975, and was discharged or released there from with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964, and May 7, 1975.

**AGE** – All persons who are 40 years of age or older.
APPENDIX C - INSTANCES WHEN A SEARCH MAY NOT BE NECESSARY

**Limited Term Researcher and Postdoctoral Researcher Appointments**
Limited term researcher and postdoctoral researcher appointments may be made without a search. Limited term researcher candidates must have a master’s degree and postdoctoral researcher candidates must have a Ph.D. Appointments cannot exceed three years. It is strongly recommended that departments and academic units annually develop a diverse pool of qualified candidates for consideration by advertising in appropriate national recruitment sources and publications. The Request to Recruit web process must be completed.

**Postdoctoral Appointments**
Postdoctoral Fellow appointments may be made without a search. Candidates must have a Ph.D. These appointments are renewable. It is strongly recommended that departments and academic units annually develop a diverse pool of qualified candidates for postdoctoral appointments by advertising in appropriate national recruitment sources and publications. The Request to Recruit web form must be completed.

**Teaching, Research, and Graduate Assistants**
Searches are not required when filling available teaching, research, and graduate assistant positions. The Office of Equity and Inclusion encourages departments, as part of their good faith efforts, to recruit graduate students who are members of protected groups which are underutilized in the discipline.

**Interim/Acting Appointments**
A vice president, dean, or unit administrator may appoint an individual to fill a position on an acting basis to maintain the functioning of a department or academic unit. In areas of underutilization, protected class members should be considered for acting appointments so that they can gain additional professional experience. A search process to fill the position vacancy should normally begin at the same time the interim appointment is announced. The Request to Recruit web process must be completed.
APPENDIX D - SAMPLE INTERVIEW EVALUATION FOR FACULTY CANDIDATES

Candidate’s Name __________________________________________ Date _______________

Position interviewed for ______________________________________________________________________________________

MASTERY OF A BODY OF KNOWLEDGE
In your opinion, did the candidate have sufficient mastery of a body of knowledge in (specific discipline)?

Was the candidate’s area of professional emphasis evident and was his/her level of knowledge in this area sufficient to be considered expert?

TEACHING ABILITY
Was the candidate’s teaching philosophy consistent with the needs and expectations of University of Delaware faculty and students?

How would you evaluate the candidate’s presentation?

SCHOLARSHIP
Did the candidate have a well thought out and planned research agenda?

Has the candidate been published and presented papers? How often and where?

SERVICE RELATED TO THE PROFESSION
What committees has the candidate worked on?

What professional associations does the candidate participate in?

Overall Evaluation
Excellent Candidate _____   Good Candidate _____   Unacceptable Candidate _____

Name of Individual Completing this Form ______________________________________________________________

Resource from Marist College’s Search Committee Handbook. www.marist.edu/humanresources/schandbook.html
Candidate’s Name _______________________________________________________________ Date _______________

Position interviewed for ____________________________________________________________________________________________

Rating: 5-Exceptional  4-Above Average  3-Average  2-Satisfactory  1- Unsatisfactory

1. Candidate’s strengths:
   Rating: 1  2  3  4  5

2. Candidate’s weaknesses:
   Rating: 1  2  3  4  5

3. Describe your level of satisfaction with the candidate’s responses to questions asked?
   Which questions, if any, were left unanswered?
   Rating: 1  2  3  4  5

4. Does this candidate appear to be able to perform the job?
   Rating: 1  2  3  4  5

5. What reservations, if any, do you have about this candidate’s ability to succeed at University of Delaware?
   Rating: 1  2  3  4  5

6. Other comments.
   Rating: 1  2  3  4  5

7. Where do you rank this candidate in relation to the other candidates who have been interviewed?
   Rating: 1  2  3  4  5

Name of Individual Completing Form ________________________________________________________________

Resource from Texas Medical Center’s Supervisors Toolkit: http://hr.uth.tmc.edu/Supervisors_Toolkit/how_to_hire_employees/Candidate_Evaluation.pdf