

# A Guide for Recruitment, Interviewing, Selection & Diversity

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## **I. STATEMENT ON HANDBOOK USAGE**

This handbook is applicable to all faculty and staff positions except where noted as part of the Search Committee process.

## **II. HANDBOOK POLICY STATEMENTS**

### Purpose and Policy Statement

The principal of equal opportunity guides all processes and employment decisions on campus. No persons are to be screened out or treated disparately because of personal characteristics such as race, national origin, sex, age, handicap, marital status, or veteran's status. Equal employment opportunity is offered to all applicants.

The purpose of the search and selection handbook is to provide guidelines for search committees and hiring personnel to follow when conducting searches for faculty and administrative staff positions (at the director level and above) and hiring classified or professional and administrative (P&A) staff consistently and legally.

The enrichment of an educational institution through diversity results not only from attracting and retaining faculty, staff, and students of differing ethnicity, but also from differences in language, culture, gender, age, and disability status. Through equal opportunity practices, an institution can realize the many benefits of diversity.

The policy of Texas Woman's University is to conduct hiring that provides qualified candidates an equal opportunity to be considered for positions. This policy is written to comply with applicable federal and state regulations. The objectives for recruiting and searches are to obtain and present for administrative consideration the best candidates to fill vacancies in a timely manner, and to ensure that individual applicants are afforded the opportunity to compete on an equal basis.

### Accountability Statement

Vice presidents, deans, directors, and department heads are accountable for efforts to achieve a diverse faculty and/or staff in their respective divisions, colleges, and departments. By authority of the Board of Regents, the Chancellor and President is authorized to make offers of employment and to employ personnel.

The Associate Vice President for Human Resources/Equal Employment Opportunity Officer speaks for the president regarding equal opportunity issues and is responsible for ensuring fair and equitable practices in search and selection processes that include:

1. Initial and final selection criteria for all positions be reviewed prior to search and selection activities.
2. And that all hiring actions will be reviewed for EEO Compliance

The search committee chair and/or the hiring manager are responsible for collecting appropriate documentation of the search and selection process. Search committees and hiring departments are required to review candidates and check references. The criteria developed to review candidates must be retained with the search documents. Matrix criteria and interview questions must be objective, job related, developed in advance, submitted for approval, and consistently applied. Reference check forms, available online and in the Office of Human Resources, must be consistently applied and retained for official documentation. Please refer to the Search and Selection Handbook and or the University Community Information for specific procedures for recruiting and selection of Staff and Faculty.

### **III. WORKFORCE DIVERSITY PLAN FOR RECRUITING AND SELECTION GUIDELINES**

Texas Woman's University's Workforce Diversity Plan for Recruiting and Selection Guidelines address statutory requirements such as the Civil Rights Act, the Americans with Disabilities Act, the Texas Commission on Human Rights Act, and the State Appropriations Act. These ensure equal employment opportunity for all applicants, uniform reporting procedures, and compliance with federal and state laws and regulations.

The Accountability Statement referenced in Section II Handbook Policy Statements will apply.

Operational Definitions:

- Diversity:** the entire range of differences between and among groups
- Inclusion:** an organizational cultural trait that values and leverages diverse perspectives
- Equity:** applying the same treatment to all; fairness
- Access:** granting entry

Tips on conducting an inclusive selection process:

1. Equity is determined by two factors: the consistency between the job description and the actual assessment criteria applied; and the consistency with which all applicants received the same treatment.
2. The degree to which the selection process has been inclusive depends on
  - A. A broad distribution of the position announcement;
  - B. The diversity of the applicant pool;
  - C. The willingness to expand the range of experiences accepted as evidence of future success;

- D. A conscious commitment to focus the assessment of each candidate against only the established criteria thereby minimizing the occasion to make/add assumptions.
  - E. Hearing and leveraging diverse perspectives during the assessment process.
3. Actively recruit for inclusion.
- A. Target the recruiting approach to reach a diverse, qualified pool of applicants.
  - B. Apply appropriate recruiting efforts to offset the challenges presented by this position.
  - C. The ultimate recruiting goal: a large, diverse, highly qualified applicant pool.
4. Develop specific departmental selection criteria to add to the Applicant Selection Matrix (available online and through the Office of Human Resources) using the published qualifications and the job description for the position. Complete this prior to review of applications.
5. Ensure equitable treatment of all applicants. Assess all applicants against the same standard. Extend the same opportunities to all applicants.

**Texas Woman's University**  
**Office of Human Resources**  
**Workforce Diversity Plan for Recruiting and Selection Guidelines**

Process Review:

- A. Follow the process as outlined in the "TWU Search and Selection Handbook" for all faculty and staff hiring.
- B. Allow ample time for review.
- C. Communicate early and often with the Office of Human Resources – we're here to help.
- D. Send the completed Applicant Selection Matrix form for pre-approval to the Manager of Recruitment and Selection in the Office of Human Resources.
- E. Make your assessment visible - use the Applicant Selection Matrix form.

Equity Review:

- A. Hold all applicants to the same standard
- B. Use criteria listed in the job description
- C. Make judgments consistent with the criteria when assessing applicants

Access Review:

- A. Consciously examine bias and assumptions associated with the search.
- B. Make a commitment to fill a large, diverse pool of qualified candidates
- C. If a current job description does not exist, create a job description likely to yield a wide and inclusive pool of candidates.
- D. Develop a broad description of scholarship, experience, and disciplinary background – rather than narrow.

- E. Develop an aggressive and comprehensive recruitment plan that uses multiple recruitment strategies, focusing on personal networking and targeted mailings.

Diversity Review:

- A. Base recruiting and screening process on departmental needs and assessment of job requirements.
- B. Expand the evaluation criteria to encompass the greatest degree of exposure to a diverse community.
- C. Prior to the actual screening, determine the evidence you are willing to accept as proof that candidates meet the posted criteria.

## **VII. ESTABLISH PERSONNEL VACANCY**

Reviewing the Job Description

At the beginning of the hiring process, the hiring authorities should review the current job description which will then be made available to all committee members or hiring personnel (current faculty descriptions are available in departmental files or Academic Affairs and staff descriptions at the Office of Human Resources). It is important to review the job description in detail since it will be used throughout the hiring process. It serves as the basis for preparing the Personnel Vacancy Form (PVF), Request for Faculty Search form, conducting job interviews, explaining the job to applicants, and communicating exact job expectations to the candidate. When a position becomes vacant, it is an opportunity to rethink the associated job functions; ask if the job may have changed since last advertised, research why there was turnover, and identify possible new initiatives assigned to the position. Make sure the job description wording reflects the departmental strategic plans and thoroughly describes job expectations. This form should include the position's essential duties, minimum education and experience requirements, and preferred qualifications. The request must be justified in terms of the needs and priorities of the academic unit. Significant changes to the Position Description may impact the appropriateness of the position's title, salary or minimum qualifications. Changes to faculty job descriptions require approval by Academic Affairs and changes to staff descriptions require approval through the Office of Human Resources. For guidance on the staff job evaluation process, contact the Office of Human Resources.

## **VIII RECRUITMENT AND HIRING PROCESS FOR ALL STAFF (Non-Search Committee)**

Effective January 1, 2003 to January 1, 2008 (Pre-Oracle iRecruitment Module Implementation)

Posting, Referral, and Offer Process

- A. Job notices will have a ten (10) day minimum posting to include one weekend for greater recruiting exposure. All job postings must be approved by the Office of Human Resources.
- B. All job postings will have an opening and closing date *usually* no longer than 30 days or determined by request of the hiring department.
- C. Hiring departments not satisfied with applicant quality may request re-posting no earlier than (10) days after a position has closed.
- D. Resumes for staff positions (other than Wellness Center and Facility Management positions) will be sent to [staffjobs@twu.edu](mailto:staffjobs@twu.edu). Resumes for Faculty postings should be sent electronically to [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu) or by paper form to the Search Committee

- Chair. To comply with the NEW Internet Tracking Law, resumes should only be sent to the two above listed email addresses and not to individual email addresses, departmental email address, or search committee email addresses.
- E. Resumes received for Staff positions will be sorted by department and job title into qualified/ unqualified folders located in the Public folder/ HR Employment folder. Resumes received for Faculty positions will be placed in the appropriate faculty folder located in the Public folder/ HR Employment folder. Hiring Managers/ Search Committee members will have access to these folders.
  - F. Hiring department administrative support employees will have the option to e-mail application packets forms to applicant(s) before the onsite interview.
  - G. Applicants who are called for an onsite interview by the hiring department must complete an application before the interview or in the hiring department at the point of the interview. (We recommend 30 minutes before the start of the interview)
  - H. The Hiring Manager/ Selection committee will determine criteria for Applicant selection and point values to be assigned on the appropriate Selection Matrix form. **The total overall points assigned to all criteria on the matrix should equal 100;** applicants must score at least 70 of the total 100 possible points to be considered for a position. The Applicant Selection Matrix *must* be completed and forwarded to HR employment personnel for approval *before* an offer of employment is extended by the office of Human Resources or the office of the Provost.
  - I. For Temporary positions where the candidate has already been selected, the department will attach a completed application including resume to the Personnel Vacancy form (PVF).
  - J. A minimum criminal background check (information already available in the public domain) will be completed on all applicants (Staff and Faculty) by HR employment personnel on the final selected candidate. Please note: Out of state background checks are required for all candidates that have lived in states other than Texas within the last 7 years. Out of state background checks may take up to 3 days to complete.
  - K. HR has developed a guide sheet on employment criteria for applicants with criminal records. This guide sheet is publicized on the HR Employment webpage and HR employment personnel will have the sole responsibility in determining an applicant's employment eligibility.
  - L. HR has developed a Notification and Authorization to Obtain (NAO) information liability release form (included in the application packet) for employment information gathered during the background and selection process for all applicants.
  - M. A minimum of three (3) work related references are required to be contacted by the hiring departments/ search committees. The completed reference check forms should be included with the pre-hire paperwork that is submitted to HR employment personnel.
  - N. HR employment personnel will complete verification of an applicant's educational credentials. An applicant can satisfy this requirement by providing "official" copies of all transcripts/ diplomas. Otherwise HR employment personnel will verify the applicant's educational credentials using the pre-signed NAO authorization.
  - O. HR employment personnel will handle all Employment Offer Letters (EOL) for positions *at or below* director level. The office of the Provost will present Employment Offer Letters to position at or above director level. The Provost will send official letter offering appointment for Faculty positions.
    - a. **Under no circumstance should an offer of employment (inferred or implied) be extended by the hiring manager/ hiring department.**
  - P. The EOL and Job Description (JD) will be required to be acknowledged and accepted with required applicant signatures. Failure to comply within five (5) working days will result in either withdrawal of the EOL or termination if employed.

- A. The majority of applicants will apply for positions at TWU by sending resumes or credentials to one of these dedicated employment email addresses: [staffjobs@twu.edu](mailto:staffjobs@twu.edu) or [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu).
- B. All open and recruited positions will be located on the system file folder called "Employment File" e-mail shared drive (public folder). All hiring department trained administrative support personnel will have access to those received resumes of their department postings by title and vacancy file number.
- C. The office of HR will return hard copies of the signed and approved Personnel Vacancy Form (PVF) and the job description to departmental hiring managers.
- D. In addition, two emails will be sent to hiring managers for each vacancy opened. The first email will contain application forms with recommended interview questions, and the second will contain the hiring forms that must be completed and submitted to the office of Human Resources to complete the pre-hire process.
- E. Two (2) sample template rejection letters for interviewed applicants who have had a first and/or a second/multiple interviews will also be sent to the hiring managers with the email containing hiring paperwork.
- F. All applicants applying by electronic means will receive automated system generated "thank you" reply e-mail. This e-mail reply will also explain the TWU recruitment and hiring process from an applicant prospective.
- G. Resumes that are sent to the [staffjobs@twu.edu](mailto:staffjobs@twu.edu) mailbox will be sorted into qualified and unqualified folders based on the basic minimal requirements of the position. Resumes that are sent to [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu) mailbox will be placed into the appropriate faculty folder.
- H. In compliance with the new applicant tracking law monitored the by Office of Federal Compliance and Contract Programs (OFCCP), demographic information will be solicited by for all qualified applicants submitting resumes by electronic means. The office of Human Resources will be responsible for compliance of this law.

#### Position and Employment Advertising

- A. A posting notice will be located on all appropriate employment websites that states - "TWU will only accept resumes/credentials for *open advertised positions*". No exceptions. For example, TWU will not accept credentials that state, "applying for any clerical position". The applicant must apply for a *specific* position. The credentials must include the specific job title and/or job code.
- B. Employment ads will indicate only resumes/credentials with advertised job titles and/or job codes on the e-mail subject line will be accepted.
- C. Again, practically all applicant resumes are to be sent using one of the two dedicated HR employment e-mail addresses. Please forward to HR employment personnel any resumes received by other personnel or departments when the recruiting has originated from the HR Department.
- D. E-mail is our *first* advertised preference for receiving applicant resumes, the *second* is to fax to this dedicated number (940-898-3566), and the *last* is by US mail. A dedicated HR scanner will be used for all faxed and mailed resumes received.
- E. Employment Applications in lieu of electronic resumes/credentials will be accepted *only* for certain Denton area Facilities and Wellness positions as will be noted on the TWU Employment website and by request by faculty search committees/ chairs that do not wish to received resumes/ CVs via electronic means.
- F. Certain Facilities and Wellness applicants will be required to visit the HR Department and complete an Employment Application onsite.
- G. Facilities and/or Wellness hiring supervisors/managers will be asked to visit with HR employment personnel and review all qualified applications received.
- H. Employment application copies will be made by HR employment personnel for only those applicants the Facilities and/or Wellness hiring supervisors/managers has selected for interviews.

- I. The office of Human Resource's Recruitment and Selection team must approve all job postings. All ad deadlines are to be published and most newspaper employment ads will **not have** detailed descriptions of the position. We will encourage applicants to visit our HR Employment website at:  
([www.twu.edu/humanresources/employment/employment.htm](http://www.twu.edu/humanresources/employment/employment.htm)) for complete job and "how to apply" information. Postings for the Denton Record Chronicle/ major city newspapers must be received by noon on Thursday for the Sunday edition. Please allow 48 hours for approval/ processing of all other postings.
- J. The office of Human Resources will post open vacancies/ faculty positions on the following web job boards as needed: <http://www.higheredjobs.com/>, <http://www.insidehighered.com/> and <http://www.monster.com/>. See Appendix F for information about these job boards and other resources available.

### Sourcing and Selection

- A. HR employment personnel will continue to review and eliminate applicants that do not meet the basic minimum requirements as outlined in the Job Description (JD).
- B. In rare circumstances, An Hiring Exception Form (HEF) must be completed that requires Vice President level approval for any proposed hiring of applicants who were not qualified or did not meet the minimum requirements as outlined in the Job Description (JD). This applies to all positions, including Temporary.
- C. HR employment personnel will also eliminate applicants based on excessive spelling errors (no more than one error), excessive non-job related employment turnover history (for Classified positions – no more than 3 jobs in one year, for Professional & Administrative – no more than 2 jobs in one year), and for incomplete resume/credential data (for example an applicant who did not respond with the required qualifications requested). Hiring department administrative support personnel who wish to review all applicants who applied can do so by accessing the position shared drive e-mail file (public) folder.
- D. The required Selective Service background check for male applicants will be completed only on the final candidate at the time of selection.

### Frequent Asked Questions (FAQ) for the University Community

#### **Why is Human Resources making changes to the recruitment and hiring processes?**

To comply with the new Internet Tracking Law and to streamline the recruitment process to allow for timely responses with applicants and hiring departments. These changes will also provide for seamless transition to the upcoming implementation of the HRIS/ Oracle (I-recruitment) module. All manual processes will be eliminated once I-recruitment has been put in to operation.

#### **How will I access the resumes for my vacant position?**

All open and recruited positions will be located on system file folder called the "Employment File" on the shared drive e-mail (public folder). Certain hiring department personnel will have access to receive and review resumes by your position and vacancy file number.

#### **How will these changes benefit my department in the hiring and recruitment process?**

These changes will increase the quality of the applicant pool by increasing the quantity of resumes/credentials received by as much as 100%. We strongly believe the new processes will make applying for all positions at TWU easy, simple, and friendly. Also the changes will increase involvement by developing partnerships with all hiring

department employees and at the same time offer faculty recruiting services to all academic departments.

**I thought it was important that all applicants should complete an employment application?**

A completed application is still required for all interviewed applicants; however, instead of all applicants coming to HR to complete an application, only the applicants selected for an interview will complete an application. The hiring department administrative support personnel may e-mail the application packet forms to applicants before the onsite interview or the applicants can complete an application in the hiring department at the point of the interview. Once the selection decision has been made, please forward all original applications to HR employment personnel.

**Will my department still need to complete a Personnel Vacancy Form (PVF) in order to open a position?**

Yes, the Personnel Vacancy Form (PVF) is available as a PDF document at:

[www.twu.edu/humanresources/compensation](http://www.twu.edu/humanresources/compensation).

The PVF form was revised in August of 2006 to include a category for educational/ experience requirements and supervisory responsibility. Please ensure that the revised form is used for all new vacancies. The initial process of completing the PVF and routing for signatures remains the same.

**Will Human Resources change the way open positions are advertised?**

The HR Employment Department will approve all advertisements (newspaper and premium external web job board advertisements). All ad deadlines will be published and most newspaper employment ads will not have detailed descriptions of the job. We will encourage applicants to visit our Human Resources Employment website for complete job and “how to apply” information. Postings for the Denton Record Chronicle/ major city newspapers must be received by noon on Thursday for the Sunday edition. Please allow 48 hours for approval/ processing of all other postings. Human Resources has set up agreements with the top general job boards for higher education including: <http://www.higheredjobs.com/>, [www.INSIDEHIGHERED.COM](http://www.INSIDEHIGHERED.COM), and [www.Monster.com](http://www.Monster.com). Please see Appendix F for a more detailed description about these posting options.

**Will my department still be responsible for reference checks? What about criminal background checks?**

Yes, the hiring department will be responsible for completing a minimum of three (3) work related references and sending the results to the office of Human Resources with the pre-hire paperwork. The reference check form will be sent to the hiring manager via email with the other application forms after the vacancy is opened. A minimum criminal background check (information already available in the public domain) will be completed on all applicants by HR employment personnel on the final selected candidate. Human Resources developed a guide sheet on employment criteria for applicants with criminal records. This guide sheet will be publicized on the HR Employment webpage and HR employment personnel will have responsibility to determine an applicant’s employment eligibility. HR also developed a Notification and Authorization to Obtain (NAO) information liability release form for employment information gathered during the background and selection process for all applicants.

**Who makes the official job offer?**

HR employment personnel will handle all Employment Offer Letters (EOL) for positions at or below director level. The office of the Provost will present Employment Offer Letters to position at or above director level. The Provost will send official letter offering appointment for Faculty positions.

- **Under no circumstance should an offer of employment (inferred or implied) be extended by the hiring manager/ hiring department.**
- All Employment Offer Letters (EOL) and Job Descriptions (JD) will be required to be acknowledged and accepted with required applicant signatures.

**Now that I've filled my vacant position with the most qualified candidate, what happens next?**

The new employee will be required to complete the payroll forms on/ before the first day of employment. The hiring department will be responsible for submitting the Personnel Transaction Form (PTF) once the payroll forms have been entered into the HRIS system. The new employee will be required to attend new employee orientation (NEO) within the first 30 days of employment. The office of Human Resources will include the NEO dates on the Employment Offer Letter. The hiring department needs to make sure that the employees attend new employee orientation (NEO). During orientation, the new employee learns about TWU policies, via the staff handbook, and benefits. The new employee must also complete the required Equal Employment Opportunity training. Lastly, the hiring department is responsible for sending rejection letters to applicants interviewed, but not selected. There are two (2) sample template rejection letters for interviewed applicants that have had a first interview or either a second/multiple interviews that are set up on the shared drive for department administrative support personnel to access.

**Will these changes affect how I recruit and hire temporary employees?**

All of the changes in recruitment affect the hiring of temporary employees. For Temporary positions where the candidate has already been selected, the department will attach a completed application including the resume to the Personnel Vacancy form (PVF). Applicants for temporary employment must still meet the minimum qualifications, as outlined in the job description, for all positions for which they apply.

**IX. RECRUITMENT AND HIRING PROCESS FOR ALL FACULTY (And staff positions at the Director Level (optional) and above)**

- A. Before a faculty search may begin, the Department Chair/Associate Dean will complete a [Request for Faculty Search](#) form and forward to Dean for approval. If the search is to fill an existing position, a letter of resignation and terminating PTF must accompany the *Request for Faculty Search* form. Any deviation from this policy must be approved by the Office of Human Resources. NOTE: In unusual circumstances the University has the right to do a faculty search on a prospective position opening. A copy of the approved request should be sent to the office of Human Resources to establish tracking criteria.
- B. The Search Committee will review the job description, create an advertisement, and develop and implement a recruitment plan. Advertisement must be approved by the Manager of Recruitment and Selection in Human Resources prior to advertising. Human Resources will place the ads on the TWU website, HigherEd.com website, and InsideHigherEd.com website at no cost to the department; additional ads in The Chronicle of Higher Ed or specialized publications will be at the expense of the department.
- C. Job notices will have a ten (10) day minimum posting to include one weekend for greater recruiting exposure.
- D. Search Committees not satisfied with applicant quality may request re-posting.
- E. All qualified applicants will submit a hard copy of their credentials directly to the search committee as instructed in the advertisement. Any resumes submitted by

email must come through the Office of Human Resources to be processed in compliance with the Internet Applicant law. Resumes requested by email should be sent to: [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu). Faculty Search Committees will have permission to review these resumes in the Public folders stored in Outlook at the following location: Public Folders/ HR Employment folder/Faculty Positions.

- F. Applicants who are called for an onsite interview by the Search Committee will complete the employment application
- G. Search Committees will have the option to email application packets forms to applicant(s) before the onsite interview, or the candidate can complete the application in the hiring department before the interview. (We recommend 30 minutes before the start of the interview.) In the case of hard copy credential submission, the [Voluntary Request for Affirmative Action Data](#) form will need to be completed and to be sent to Human Resources by the chairperson of the search committee. In the case of electronic resume submission, the Voluntary Request for Affirmative Action Data will be sent to the candidate via electronic format by the office of Human Resources in compliance of the Internet Applicant Law. Applicants that have submitted their resume to [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu) will not need to complete this form with the application paperwork.
- H. HR has developed a Notification and Authorization to Obtain (NAO) information liability release form (included in the application packet) for employment information gathered during the background and selection process for all applicants.
- I. The Search Committee will inform candidates that unofficial transcripts of all academic work will be expected at the time of the on-campus interview. The Search Committee will complete any verification of an applicant's educational credentials. An applicant can satisfy this requirement by providing copies of all transcripts and diplomas. Otherwise the Search Committee will verify the applicant's educational credentials using the pre-signed NAO authorization.
- J. A minimum of three (3) work related references are required to be contacted for the final selected candidate, by the Search Committee. The work related references should be documented and remain in the hiring file.
- K. A minimum criminal background check (information already available in the public domain) will be completed by Human Resource employment personnel on the final selected candidate, **prior** to making an offer to the candidate. Please note: out of state background checks may take up to 3 days to complete. Out of state background checks are required for all candidates that have lived in states other than Texas within the last 7 years.
- L. HR has developed a guide sheet on employment criteria for applicants with criminal records. This guide sheet is publicized on the HR Employment webpage and HR employment personnel will have the sole responsibility in determining an applicant's employment eligibility.
- M. The Search Committee will complete the [Request to Appoint Regular Faculty](#) form and forward with the recommendation and the complete search file to the Department Chair. With the file, the Search Committee will forward the blank [Faculty Applicant Selection Matrix](#) with the names of the candidates interviewed on campus.
- N. The Department Chair will review Search Committee recommendation, make a recommendation to the Dean, and forward the *Request to Appoint Regular Faculty* form and the complete search file to the Dean.
- O. The Dean will forward the search file to the Diversity Officer in the Office of Human Resources for approval to make a job offer, including the *Notification and Authorization to obtain Information* form.
- P. The Department Chair/Dean will complete the [Faculty Qualifications](#) Form and send to the Associate Vice President for Research and Institutional Effectiveness

for approval of qualifications.

- Q. The Associate Vice President will forward the complete search file to the Provost, who will approve or deny request to hire.
- R. The Dean will make a verbal offer to the candidate selected, and remind the candidate of need for official transcripts from all colleges/universities attended.
- S. The Dean will then notify the Provost in writing if the candidate verbally accepts, and sends a copy of the Faculty Applicant Selection Matrix to Human Resources for filing.
- T. The Provost will handle all Employment Offer Letters (EOL) for positions *above director level*, and will send an official letter offering appointment. Employment Offer Letters (EOL) for positions at the Director level may be sent by the office of Human Resources or by the Provost depending on the position being filled.
- U. The EOL and Job Description (JD) will be required to be acknowledged and accepted with required applicant signatures.
- V. Once the candidate returns the signed acceptance of offer, the Department Chair will mail a TWU Welcome Packet.
- W. The Department Chair will notify the Manager of Recruitment and Selection that the position has been filled and advertisements need to be removed from website(s).
- X. The Department Chair will then complete a *Personnel Transaction Form*.
- Y. The faculty hiring files will be kept in the Provost's office.

## **ESTABLISH THE SEARCH COMMITTEE**

### Identifying Search Committee Members

Search committees are often used for positions of campus-wide significance with major decision-making responsibilities, or positions of unique titles and duties. Bringing a wide spectrum of backgrounds to such a search committee can serve to better identify the most qualified person for the position. Some things to consider when appointing a committee include:

- A. The committee should be diverse in race and gender.
- B. The committee may seek representation from other campus sites.
- C. The committee should be broadly representative of the faculty/staff/students who will work with this position to accomplish the associated tasks. Committee members should be knowledgeable of position duties, represent different experience levels, and be seen as stakeholders in the decision.
- D. Committee members should exhibit good judgment, personal integrity, independence of view, and devotion to institutional goals. Avoid anyone known to be incapable of maintaining confidentiality.
- E. Most committees have five to six members. A larger committee (7-9 members) is sometimes used for positions of sweeping responsibilities.
- F. The chairperson should have experience with search committee procedures. Duties will include working collaboratively to establish posting with the Office of Human Resources (for staff position) or Academic Affairs (for faculty positions); monitoring committee meetings and interviews; making budgetary decisions; and reporting proceedings to administration as necessary.
- G. Office support should be provided for the committee. The appointed staff person can give assistance with scheduling meetings and interviews, corresponding with applicants as needed, and maintaining all legal records.
- H. Detailed information should be provided to the search committee including: the job description; outline of committee tasks and related time of completion; scale of the

search; evaluation tools; defined scope of the committee decision (advisory/decision making).

- I. Committee members should be made aware of the legal and regulatory requirements that surround their work. Copies of this hiring guide and other relevant federal, state, and university employment guidelines should be made available.

## **X. HIRING DOCUMENTATION**

Definitive and specific measures must be taken in order that applicant pools and departmental workforce composition meet the goal of reflecting applicant pools representing all segments of the population. Advertisements in media oriented to underrepresented groups are strongly recommended, and statements in all ads that "TWU is an EO/AA employer" are required. (Refer to Appendix D for a list of media and agencies oriented toward professional and underrepresented groups.)

All minutes, list of search committee members, copies of correspondence, candidate vitas, resumes, applications, job announcement(s) and requirements, criteria used to evaluate candidates, interview questions, reference check information and notes made during telephone interviews become official documents. Because the university may be vulnerable to a complaint, proper documentation on screening decisions must exist. At the close of a search the official documents described must be retained for a period of three years.

Official search and selection documents include:

- A. Search and Selection Committee minutes (if applicable)
- B. Lists of search committee members (if applicable)
- C. Copies of correspondence
- D. Candidate Vitas/Resumes/Applications
- E. Job announcements and descriptions
- F. Criteria used to evaluate candidates
- G. Completed Faculty or Staff Applicant Selection Matrix
- H. Interview questions and responses
- I. Telephone interview notes

## **XI. RECRUIT QUALIFIED APPLICANTS**

### Online

Complete staff job descriptions are available from the Office of Human Resources and faculty job descriptions are available from Academic Affairs.

For staff positions, the online TWU Employment Opportunities allows postings to be viewed 24/7 around the world by anyone with access to a computer and the Internet. For specific positions, you may find it beneficial to supplement with additional advertising. There are numerous sources of potential applicants that can be tapped to build the applicant pool. Several major sources are listed below:

### Networking (Only Faculty and Staff at the Director Level and Above)

Networking remains the number one source for increasing an applicant pool. Often the object of person-to-person networking is to reach qualified candidates who are happily and productively employed elsewhere. Ask internal and external professional contacts if they can recommend someone in the field. You may be able to identify potential applicants through networking factors

including similar academic interests, graduate origin, research interests, professional organizations, etc. Look for candidates who hold similar positions at other colleges/universities, or recruit those who serve in a high-level support positions to your title. Ask an officer of your organized professional society for networking contacts or names of candidates. Avoid general broadcast letters and concentrate on one-on-one contacts.

### Broad Scale Advertising

Committees and hiring departments may decide to place advertisements in designated newspapers, academic or professional journals. These advertisements should mirror the requirements, salary and job description. They should also include the "TWU is an EO/AA employer" statement. An option for search committees is to request that faculty and staff applicants submit vita and resumes via Human Resources at [facultyjobs@twu.edu](mailto:facultyjobs@twu.edu) or [staffjobs@twu.edu](mailto:staffjobs@twu.edu). In this option Human Resources would route the information to the search committee.

### Increasing Diversity in Your Applicant Pool

To enlarge the pool of candidates, the department head and search committee or hiring department should advertise in publications and/or on Internet sites that will reach a diverse population, as well as make a special effort to attract underutilized groups. Advertising in appropriate publications, contacting relevant organizations and listing on related Internet sites will not only help to enlarge the pool of candidates but will also convey the commitment of a department and an institution to recruit women and minorities. Making direct contact with professional organizations and colleagues is an effective method of expanding your search. The informal, "word-of-mouth" approach to recruitment is one of the most successful practices for identifying candidates. The following activities are recommended for specific searches, as well as for possible ongoing endeavors:

- A. Establish a working relationship with similar departments or institutions with substantial numbers of women and minorities.
- B. Request names of potential candidates from women and minorities at your institution and at institutions with strong graduate programs for women and minorities in your discipline.
- C. Ask women and minority caucuses within relevant professional and academic associations for the names of potential candidates. It would be beneficial to maintain ongoing communications with these caucuses on a broad range of issues.
- D. Contact women and minorities who have received significant professional recognition and ask for the names of promising women and minorities.
- E. Use a personal approach in recruiting candidates. Often outstanding potential candidates do not apply for advertised positions. If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to telephone the person to determine if his or her reasons for declining can be addressed and resolved.
- F. Consider encouraging women and minorities who have held part-time or temporary positions in your department to apply.
- G. Inform the National Urban League and the national offices of Black sororities and fraternities of available positions.
- H. Inform alumni publications of available positions at universities where women and minorities are well represented.
- I. Consider contacting the EEO office at other universities. Some of them maintain lists of women and minorities who are looking for employment elsewhere.

- J. If women and minorities are underutilized nationally in your discipline, aggressive efforts should be taken to recruit women and minority graduate students into the field so that the pool of candidates will be greater in the future. If appropriate, a national approach to the problem should be undertaken. A department may wish to lobby appropriate professional organizations to develop a national strategy to recruit women and minority students into the field.

#### Acknowledging Receipt of Resumes and Vitae

If search committees utilize the option to route the resumes and vitae through Human Resources, applicants who submit online will receive an automatic response detailing the employment process.

If search committees elect to receive vitae and resumes directly, the committee needs to forward the Pre-Employment Affirmative Action Data Forms by mail to the selected candidates.

Applicants for “Classified” and “Professional and Administrative” (P&A) positions should submit their resume directly to Human Resources online and they will receive an automatic response detailing the employment process. Applicants for certain Facilities Management and Wellness Center positions will submit an application in person at the Office of Human Resources.

## **XII. IDENTIFY THE MOST QUALIFIED**

#### Evaluating all Applications and Supporting Documentation

Hiring authorities should select the individual that best meets the identified job criteria. The hiring authorities must decide if it is feasible to interview all applicants. The hiring authorities should ask job-related questions to all applicants as part of the interview process.

Some tips to help you detect discrepancies on resumes and supporting documentation:

- A. Carefully note the order of the material given on the resume/vita/application. What is given up-front is generally what the applicant wishes to emphasize. But what is hidden below will be more revealing.
- B. Concentrate on the most important points in the applicant's resume/application. Diverting attention to too many insignificant details draws focus away from key areas.
- C. Look for conflicting details or overlapping dates.
- D. Look for gaps in dates. It's common for applicants who wish to cover something up to try to omit it.

## **XIII. PLANNING AND CONDUCTING THE INTERVIEW**

#### Prepare for the Interview

Interviewing and selecting the right person is an important responsibility of hiring authorities in ensuring the University reaches its goals. When interviewers rely on their intuition as a basis for making employment recommendations, the results may generate unreliable information, lead to poor selection decisions, and establish grounds for a legal challenge for discrimination. In contrast, a well-planned interview process provides evidence about the applicant's ability to perform a job.

To conduct interviews that can predict job performance, hiring authorities should preplan for the interview by conducting a thorough review of job requirements, create a series of job-related interview questions, and seek job-related work examples in the interview. The interview questions in Appendix B can be tailored and used in any situation. This list of questions is not exhaustive. The set of questions and anticipated answers should be written and reviewed by the hiring authorities in preparation for the interviews. Although all applicants are asked the same set of questions, the hiring authorities may ask more specific questions based on responses to initial questions or to clarify relevant work experience and education identified on the applicant's resume/vita.

If the hiring authorities plan to use team or panel interviews, the same team or panel should be present during each interview to ensure consistent treatment of all applicants and consistent interpretation of the information obtained during the interview. In the case of faculty and staff at the director level and above searches, this team should be composed of a diverse group of individuals from both inside and outside the department.

### General Interview Guidelines

The hiring authorities should do the following:

- A. Prepare interview questions and expected answers based on job duties and requirements. The entire committee or all hiring personnel should review the questions prior to the first interview. Additional interview questions are available at the Office of Human Resources. Do not ask illegal questions.
- B. Arrange for an appropriate interviewing environment that is free from interruptions and is comfortable.
- C. Explain the purpose to the applicant and set the agenda. This will reduce applicant stress by letting the candidate know what to expect. It also enables the search committee or hiring personnel to control the interview by providing a "road map".
- D. Gather measurable, predictive information based on the essential job duties.

Controlling the interview is dependent upon careful listening combined with key questions. Hiring authorities need to encourage and guide the applicant's responses concerning work history. A common error of ineffective interviewers is to concentrate exclusively on the questions they intend to ask and neglect to listen to the applicant. Ideally interviewers should not talk more than 20 percent of the time. Ask open ended questions to encourage thorough, job-related answers, then listen and evaluate.

- A. Take notes regarding the applicant's responses.
- B. Taking notes helps ensure accuracy and often reassures applicants that the interviewer is interested. Prior to the interview, the interviewer should explain to the applicants that notes will be taken and why. Notes should be job-related and should not contain discriminatory information (e.g., comments on age, sex, race, color, religion, national origin, ancestry, disability, or arrest and court records unless based on bona fide occupational qualifications).
- C. Describe the job and organization to the interviewee. A detailed description of the job should be given at the close of the interview. Describing the job earlier in the process may inadvertently coach applicants on how they should answer questions.
- D. When describing the job, the interviewer should provide sufficient positive and negative facts about the position, department, promotional opportunities, etc., to enable the applicant to make an intelligent decision about the job. However, the interviewer should avoid comments that might mislead the interviewee into misinterpreting the information as a promise of employment.
- E. Give applicants a chance to ask questions about the job and performance expectations.

- F. Close the interview. Let applicants know what to anticipate as the next step. For example, "We still have several more interviews to conduct, which we anticipate completing next week. We will probably make a recommendation by the end of the following week."

#### **XIV. EVALUATING THE CANDIDATES**

Evaluation methods will be utilized as part of the hiring process. All criteria must be job related. It is required that hiring authorities records include the "decision points" of the recruitment: identified criteria and the candidates who did not meet them.

Relation of the job requirements to the evaluation criteria is vital. When equivalencies are agreed upon by the hiring authorities, they should be applied consistently and fairly to all candidates. Candidates who are approximately equal should be treated similarly, and strict adherence to precise years-and-months criteria is not recommended.

Hiring authorities that compare candidates with criteria, without setting an arbitrary number of candidates for passing that round, are in a posture least vulnerable to discrimination complaints. "Selecting the best 20" is an example of a strongly discouraged criterion.

The matrix systems for faculty and staff found in Section X and XI is used to rate applicants. Remember that the criteria that the hiring authorities design to evaluate candidates must be objective and consistently applied. Please contact the Office of Human Resources for questions regarding the Faculty and Staff Hiring Matrix.

#### **XV. FACULTY APPLICANT SELECTION MATRIX SUMMARY**

The Faculty Applicant Selection Matrix is a necessary tool to ensure a fair, equitable, and standardized method of selection and hiring criteria. It also complies with requirements under federal and state equal employment opportunity laws and regulations.

The form is to be completed by the Search Committee Chair or the Associate Dean, and forward to the Dean for approval (follow the steps in the *Faculty Search and Appoint Checklist*). All candidates that are to be interviewed for the position should be listed on the Matrix. The search committee or hiring department should complete all required criteria: Education Qualification, Experience Qualification, Achievements in Accreditations, Academic Competency Achievements, Professional and Other Achievements and Overall Assessment. The hiring department can include more specific and/or additional selection and hiring criteria in the remaining four (4) blank columns.

**The search committee or hiring department selection criteria and proposed interview questions must be submitted for approval to Office of Human Resources prior to the interviewing of applicants.**

The selection matrix scores are measured on a scale of one (1) to ten (10). One (1) being the lowest and ten (10) being the highest. The total point value assigned to the matrix criteria should equal 100 points. The weight of each criteria may be changed to reflect the importance of that column (i.e., one item may rate a maximum of 15 points and another may be less important and rate 5 points maximum). The minimum overall score a candidate can receive in order to be considered is seventy (70).

##### **Assessment Criteria:**

**Education Qualification:** Number of graduate hours in the teaching discipline.

**Experience Qualification:** Contribution to teaching in the discipline (number of years, courses taught).

**Achievements in Credentials:** Publications, licenses, and certificates in teaching discipline.

**Academic Competency Achievements:** Technical performance and accomplishments in direct teaching discipline.

**Professional & Other Competency Achievements:** Professional and other accomplishments in related teaching disciplines.

**Four (4) Blank Criteria:** For the reminding four (4) criteria, please select performance and job related specifics to the actual position.

**Overall Assessment:** This score indicates the quality of the interview such as overall communication skills, both orally and written and the quality of employment references attained regarding the candidate.

## **XVI. STAFF APPLICANT SELECTION MATRIX SUMMARY**

This Staff Applicant Selection Matrix is a necessary tool to ensure a fair, equitable, and standardized method of selection and hiring criteria. It also complies with requirements under federal and state equal employment opportunity laws and regulations.

The form is to be completed by both the hiring department. All candidates that are to be interviewed for the position should be listed on the Matrix. The hiring department or search committee should complete all of the required criteria related to the qualification/ application process and the following categories: Communication Skills Score, Reference Score, and the Overall Assessment Score. The hiring department should include more specific and/or additional selection and hiring criteria in the remaining four (4) blank columns.

The selection matrix scores are measured on a scale of one (1) to ten (10). One (1) being the lowest and ten (10) being the highest. The total point value assigned for all criteria should equal 100 points. The weight of each criteria may be changed to reflect the importance of that column (i.e., one item may rate a maximum of 15 points and another may be less important and rate 5 points maximum). The minimum overall score a candidate can receive in order to be considered is seventy (70).

### **Assessment Criteria:**

**Applying Process:** This score evaluates applicant's ability to follow direction when submitting their resume/application. For example: was the information provided on the resume/ application comprehensive/ useful; were all of the forms filled out completely? To be completed by the Hiring Manager.

**Education Qualification:** This score represents if applicant meets minimum education requirements as stipulated by job description. To be completed by the Hiring Manager.

**Experience Qualification:** This score represents if applicant meets minimum experience requirements as stipulated by job description. To be completed by the Hiring Manager.

**Communication Skills:** This score represents the applicants ability to communicate both orally and written; where applicable, with interviewer and articulate their work experiences and job skills. To be completed by hiring department.

**References:** This score represents the quality and quantity of references applicants provide. To be completed by hiring department.

**Four (4) Blank Criteria:** For the reminding four (4) criteria, please select performance and job related specifics to the actual position.

**Overall Assessment:** This score indicates the quality of the interview (Non-Communication Skills) as well as hiring departments overall opinion of applicant. To be completed by hiring department

## **XVII. MAKE THE FINAL DECISION**

### Checking References

A minimum of at least three telephone references must be documented for the applicants selected. If the person giving the reference says the candidate would not be eligible for rehire, you will want to consider removing that candidate from further consideration.

- A. Do not put anyone's current job in jeopardy. We recommend the hiring authorities delay contacting the applicant's current employer unless the candidate has given permission to do so.
- B. Hiring authorities should not raise any questions that fall under the EEO discriminatory practice areas, such as questions regarding sex, race, color, national origin, age, disability, or religion. The same questions should be asked for all references. Questions and answers should be recorded.
- C. Hiring authorities should use the most immediate employers or their representatives as references. The employer(s) for whom the applicant has worked the longest in a related position may be used. If an unsatisfactory reference is received, the interviewer should contact another reference.
- D. Should phone numbers or contact persons not be specified on the resume or vita, the hiring authorities should ask the candidate to provide the reference.
- E. Hiring authorities should not tell the applicant or the reference source(s) that he or she is conducting reference checks because the candidate has "been selected" for the position. The interviewer should only indicate that the candidate is "being considered".
- F. Hiring authorities should not accept references from friends, relatives, or persons who have not had the opportunity to observe job-related performance.
- G. Written letters of reference may be attached to the paperwork, but should not substitute for telephone contacts.
- H. A previous employer may, on occasion, have rules regarding supplying references and may provide only the position title, dates of employment, salary, and eligibility for rehire. If this is found to be true, the hiring authorities should record this in the reference contact documents.
- I. Hiring authorities should document identified problem areas or responses.

Note: Reference checking guidelines are available in the Office of Human Resources.

### Determining Whom to Hire

When making the final hiring decision, the hiring authorities should use only the weighted job-related criteria. Gathering, integrating and evaluating interview information includes identifying applicants' specific knowledge, skills, and abilities, and judging them in the context of the job requirements. Interview evaluations, in conjunction with other information gathered during the selection process (e.g., reference checks, interview responses, resume, correspondence), should

form the basis for the final decision. The hiring authorities should select the individual that best meets the identified job criteria.

### Making the Job Offer

Following a faculty selection decision, the appropriate university representatives should notify the selected applicant. Initial notification may be done verbally, but the applicant should also receive an official written contract from the Department of Academic Affairs confirming the salary, job title, and start date. The committee must complete the Request to Appoint Regular Faculty form and forward to the Dean prior to a job offer.

For staff at the director level and above selection decisions, notifications and official offers are extended by the appropriate university representatives. Sample Offer of Employment letters and rejection letters are in Appendix C.

For “Classified” and most “Professional and Administrative” staff, the Office of Human Resources will extend the official job offer after the hiring department has submitted the applications of all interviewed applicants, the three (3) reference checks on the selected candidate, the Applicant Summary form, and the completed Staff Applicant Selection Matrix. In addition, the background check and [if necessary] a degree verification/ proof of selective service registration will be completed by the office of Human Resources before the official job offer is presented to the selected candidate. As a reminder, HR has developed a guide sheet on employment criteria for applicants with criminal records. This guide sheet is publicized on the HR Employment webpage and HR employment personnel will have the sole responsibility in determining an applicant’s employment eligibility.

### Foreign Nationals

All job offers must be made conditional upon proof of authorization to work in the U.S. To comply with the Immigration Reform and Control Act of 1986, all new employees must provide proof of identity and eligibility to work in the United States (visit <http://www.irs.gov/> for a list of acceptable identification documents). For U.S. citizens and permanent residents, a valid driver license and an unrestricted social security card will normally meet these requirements.

### Selective Service Verification

Males born January 1, 1960 or after must be registered for Selective Service in order to be eligible for employment with the State of Texas. Applicants must provide either a copy of proof of registration or exemption. Proof of exemption can be obtained at <http://www.sss.gov/regver/verification1.asp>.

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## **APPENDIX B - FEDERAL AND STATE EMPLOYMENT DIRECTIVES**

### Equal Pay Act of 1963

Paying workers of one sex at a rate different from that paid the other sex is unlawful under the federal Equal Pay Act of 1963, where the job in question involves equal skill, effort, and responsibility and is performed under similar working conditions in the same establishment.

### EEOC Title VII of the Civil Rights Act of 1964 (as amended)

The most prominent source of anti-bias employment rules is Title VII of the Civil rights Act of 1964. It forbids discrimination in all area of the employer/employee relationship, from advertisement for new employees through termination or retirement, on the basis of race, color, sex (including pregnancy, childbirth, or abortion), religion, or national origin.

Executive Order 11246 or 1965 (as amended)

Requires any agency that receives federal funds to establish an Affirmative Action Plan.

Age Discrimination in Employment Act of 1967 (ADEA) (as amended)

It is unlawful to discriminate against employees or job applicants because of age when they are 40 or more years old.

Vocational Rehabilitation Act of 1973

Discrimination based on a person's handicap status is the target of the federal Vocational Rehabilitation Act of 1973, which applies to federal agencies and departments in the Executive Branch; private employers performing under federal contracts or subcontracts exceeding \$2,500; and recipients of federal grants and federally assisted programs.

EEOC Uniform Guideline on Employee Selection Procedures of 1978

Selection procedures used must be a valid measure of performance on the job and have no adverse impact on any particular group.

Pregnancy Discrimination Act of 1978

Requires that employers provide pregnant employees with the same benefits as individuals with any other disability. They cannot be forced to resign or take a leave of absence because of pregnancy. An employer cannot refuse to hire a woman due to pregnancy related conditions as long as she can perform the major job functions.

Texas Commission on Human Rights Act of 1983 (as amended)

Prohibits discrimination in employment transactions on the basis of race, color, national origin, religion, sex, age, or handicap status by public and private employers in the State of Texas.

Immigration Reform and control Act of 1986

Makes it unlawful to knowingly hire illegal aliens and mandates detailed record keeping procedures for any employees hired, including U.S. citizens. Specifically, every U.S. employer must ask new hires for proof of authorization to work in the U.S.

Americans with Disabilities Act of 1990 (ADA)

This Act further enhances the Rehabilitation Act by covering all employers with 25 or more employees. This Act covers all persons who have a disability that limits a major life function, have a history of such a disability, or are regarded as having such a disability.

An individual is considered disabled under ADA if he or she:

- A. Has a physical or mental impairment which substantially limits one or more major life activities
- B. Has a record of such an impairment
- C. Or is regarded as having an impairment

An individual with a disability must be *qualified to perform the essential job functions with or without reasonable accommodation* to be protected by the ADA. The applicant or employee must satisfy the job-related requirements for educational background, employment experience, skills, licenses, and other qualification standards.

Under ADA, employers are required to make reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability, unless accommodations pose an undue hardship on the employer.

See [TWU Policy 3.14](#) on ADA and guidelines.

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## **APPENDIX F – CURRENT RECRUITING RESOURCES**

In order for Texas Woman's University to achieve its affirmative action goals, special efforts will be made, within budget limitations, to implement continuous programs designed to recruit, select, place and train qualified minorities and females within all segments of the work force. In order to achieve its objectives, the University will engage in active recruitment of minority and female candidates.

Texas Woman's University has identified the following fifty-six (56) recruiting sources as shown below. To achieve the affirmative action and recruiting goals, TWU recruits from these major sources for virtually all University positions because these sources have the widest appeal to the largest diverse applicant seekers. In addition, TWU recruits from many more targeted sources due to specific appeal to minority and female candidates.

To address the mentioned underutilized group of staff areas, TWU has chosen to use the Office of Human Resources' website, the Denton Record Chronicle (the local newspaper) and Monster.com (to be used at the discretion of the office of Human Resources for hard to fill positions). For the underutilized group of faculty, in addition to The Chronicle of Higher Education, Inside Higher Education, and Higher Education Jobs, many chairs, deans and faculty have plans or have attended conferences and related events to increase the diverse pool for these job groups.

Resources Always Used for Staff Positions:

1. Denton Record Chronicle
2. Office of Human Resources' University webpage

Additional Resources Available for Staff Positions (cost of advertising in these sources will be at the department's expense):

1. Dallas Morning News
2. Fort Worth Star Telegram
3. Houston Chronicle
4. Higher Ed Jobs Website
5. University Jobs Website
6. NACUBO Jobs Website
7. CUPA Jobs Website
8. Monster Website (cost/ expense for this source to be determined at the office of Human Resource's discretion).

Resources Always Used for Faculty Positions:

1. Higher Ed Jobs Website
  - The growth of HigherEdJobs.com over the years has established it as an industry leader. Now, over 1,001,582 faculty and staff visit HigherEdJobs.com each

month. They list ~10,212 open positions on a daily basis from 1,379 colleges and universities.

2. Inside Higher Ed Website

- Has 117 institutions on annual contract and more than 600 schools have posted jobs with Inside Higher Ed. They have ~ 2061 jobs posted on a daily basis.

Additional Resources Used for Faculty Positions (cost of advertising in these sources will be at the department's expense):

1. The Chronicle of Higher Education: <http://chronicle.com/jobs/>
2. Dallas Morning News (<http://www.dallasnews.com/classifieds/jobcenter/index-employers.html> )
3. Ft. Worth Star Telegram ([http://www.dfw.com/mld/dfw/contact\\_us/advertise/](http://www.dfw.com/mld/dfw/contact_us/advertise/) )
4. The Hispanic Outlook in Higher Education Magazine (<http://www.hispanicoutlook.com/index.htm>)
5. TLA (Texas Library Association) electronic job posting <http://www.txla.org/jobline/jobline.asp>
6. ALA (American Library Association) electronic job posting <http://www.tsl.state.tx.us/ld/jobline/index.html>
7. Various Librarian Specialty Listservs:  
Business reference ([BUSLIB-L@LISTSERV.BOISESTATE.EDU](mailto:BUSLIB-L@LISTSERV.BOISESTATE.EDU))  
Texas State Library Jobline ([ld@tsl.state.tx.us](mailto:ld@tsl.state.tx.us))  
Library administration ([LISTPROC@LIST.AB.UMD.EDU](mailto:LISTPROC@LIST.AB.UMD.EDU))  
Library reference ([LIBREF-L@LISTSERV.KENT.EDU](mailto:LIBREF-L@LISTSERV.KENT.EDU))  
Bibliographic instruction ([BI-L@LISTSERV.BYU.EDU](mailto:BI-L@LISTSERV.BYU.EDU))  
College libraries section of ACRL ([COLLIB-L@ala.org](mailto:COLLIB-L@ala.org))  
UNT MLS students ([SLIS-L@UNT.EDU](mailto:SLIS-L@UNT.EDU))  
TWU MLS students ([SLIS@TWU.EDU](mailto:SLIS@TWU.EDU))  
TexShare ([texShare-Users@lists.cc.utexas.edu](mailto:texShare-Users@lists.cc.utexas.edu))  
Library job postings ([sarah@libraryjobpostings.org](mailto:sarah@libraryjobpostings.org))  
Library jobs (<http://www.libjobs.com/>)
8. Mailings to accredited Library Schools nationwide
9. Professional meetings-Southern Nursing Research Society; Sigma Theta Tau International
10. Texas Nurses Association Journal
11. "Chemical and Engineering News"
12. The College Music Society Vacancy List
13. Science, weekly publication
14. American Sociological Association Employment Bulletin
15. American Physical Therapy Association Bulletin
16. Association of Library and Information Studies Educators
17. Publication of the modern Language Association Job List
18. Association of Departments of English
19. Association of Departments of Foreign Languages
20. National Council of Teachers of English
21. College Conference on College Composition and Communication
22. College English Association
23. Writing Program Administrators
24. Texas Council of Teachers of English/Language Arts
25. College Conference of Teachers of English
26. Texas Voices
27. The National NASW News and the statewide NASW Network.
28. Baccalaureate Social Work Program Directors Association (BPD) internet listserve
29. Journal of Dance Education

30. Dance Research Journal
31. Artsearch-National Employment Bulletin for the Arts
32. National Dance Education Organization Listserve and Newsletter
33. Congress on Research in Dance Newsletter
34. Mail position announcement to approximately 75 minority dance companies & professional schools
35. "Dear Colleague" letters to university dance departments with minority enrollments requesting nomination of qualified minority candidates
36. "Dear Colleague" letters to approximately 25 minority dance faculty requesting nomination of qualified minority
37. National Reading Conference and College Reading Association
38. American Educational Research Association
39. International Reading Association
40. College Arts Association (CAA)
41. The National Art Education Association
42. Texas Fine Arts Association
43. Texas Arts Education Association
44. Texas Art Schools Association

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**APPENDIX G – POTENTIAL RECRUITING RESOURCES**  
**Media and Agencies Oriented Toward Professional and Underrepresented Groups**

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**Newsletter/Journal Advertisements**

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Affirmative Action Register for Effective Equal Opportunity Recruitment  
 8356 Olive Blvd.  
 St. Louis, MO 63132  
 (314) 991-1335, (800) 537-0655, (314) 997-1788 FAX

Black Issues in Higher Education  
 Cox, Matthews & Associates, Inc. Pub.  
 10520 Warwick Avenue, Suite B-8  
 Fairfax, VA 22030-3108  
 (800) 783-3199, (703) 385-2981, (703) 385-1839 FAX

The Black Scholar  
 Black World Foundation  
 Box 7106  
 San Francisco, CA 94120

Hispanic Link News Services, Inc./Hispanic Link Weekly Report  
 1420 N. Street NW  
 Washington, DC 20005  
 (202) 234-0280, (202) 234-0737

LaRed/The Net: The Hispanic Journal of Education, Commentary and Reviews  
 Floricanto Press  
 16161 Ventura Blvd., Suite 830  
 Encino, CA 91436-2504  
 (818) 990-1885, (818) 349-0403 FAX

The National Hispanic Reporter

PO Box 44082  
Washington, DC 20026  
(202) 723-2470

National Minority Campus Chronicle  
PO Box 8607  
Madison, WI 53708

National Multicultural Banner  
WarBuc Educational Publications  
PO Box 908  
Madison, WI 53701

El Noticiario de Tache  
Spokeswoman  
TACHE  
PO Box 140464  
Austin, TX 78714  
(512) 483-7543

120 Cabrini Boulevard  
New York, NY 10033

### **Organizations**

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American Association of University Professors  
Committee on the Status of Women in the Academic Profession  
1012 14<sup>th</sup> Street, NW, Suite 500  
Washington, DC 20005

American Association of University Women  
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Association of Black Administrators  
Massachusetts Institute of Technology  
77 Massachusetts Av, Room 10-211  
Cambridge, MA 02139

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Wellesley College  
Box 178  
Wellesley, MA 02181

Association of Women in Science Newsletter  
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College and University Personnel Association (CUPA)  
The CUPA News  
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Committee on Institutional Cooperation  
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Champaign, Illinois 61820

Columbus Urban League  
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Columbus, Ohio 43215

Equal Opportunity – CWC  
PO Box 202  
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Hispanic Higher Education Coalition  
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Washington, DC 20001

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Houston Hispanic Chamber of Commerce  
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Houston, TX 77002-7910  
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National Alliance of Black School Educators  
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Washington, DC 20001

National Association for Equal Opportunities in Higher Education (NAFEO)  
2001 S. Street, NW  
Washington, DC 20009

National Association for Equal Opportunity in Higher Education  
2243 Wisconsin Avenue, NW  
Washington, DC 20036

National Association of Women Deans, Administrators, and Counselors  
1325 18<sup>th</sup> St., NW, Suite 210  
Washington, DC 20036

National University Continuing Education Association Committee on the Concerns of Women  
One DuPont Circle  
Washington, DC 20036

National Urban League, Inc.  
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New York, NY 10021  
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Office for the Advancement of Public Negro Colleges (OAPNC)  
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Washington, DC 20036  
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Texas Association of Black Professionals in Higher Education (TABPHE)  
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Waco, TX 76705  
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Texas Employment Commission  
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Houston, TX 77251  
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Women in Education  
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Southwestern University  
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The Texas Higher Education Minority Faculty and Administration Registry  
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