HANDBOOK FOR HIRING TENURE TRACK TEACHING FACULTY

Academic Affairs – UHH
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OBJECTIVES

Recruiting faculty is one of the most critical activities performed at a university. Recruiting, however, is a complex process with multiple objectives. The faculty hired through this process should be:

• The best qualified faculty in the area where expertise is required
• Instructors who will excel in the classroom and will achieve success with UH-Hilo’s students
• Scholars who are committed to a life long program of discovery and sharing of knowledge
• Committed to learning outcomes assessment
• Competent in the use of appropriate learning technologies
• Reflective of the diversity of the populations that the university serves

INITIAL PLANNING

Recruiting a new faculty or staff member is not only an important activity, but it is costly and time-consuming. Hiring is often scrutinized and thus adherence to procedures and equitable treatment of applicants is of great importance. The purpose of this guide is to provide a step-by-step listing of procedures that will assist in performing effective and timely searches while ensuring equitable treatment and promoting the diversity of the faculty.

Establishing the Need to Hire

During the spring semester of every year, the Dean or Director of each academic unit will review the current faculty staffing using requests from Departments and Divisions

• Program Change Requests approved by the State Legislature/Board of Regents
• Vacancies
• Requests from Departments and Divisions
• FTE student to faculty ratios, graduation rates, research funding, etc.
• Likely funding levels
• Program reviews
• Strategic plans of the System, University, and College,
• The unit’s long-range staffing plan

Departments and Divisions requesting the filling of vacancies or the addition of positions should forward their requests to the appropriate Dean/Director using the Position Request Form that conveys the justification for the position and performance indicators for that academic unit.
This review will produce a one-year faculty staffing action plan which will detail those positions to be filled during the next year, the qualifications required for hiring (field of training, degree, etc.), faculty rank, and projected salary level.

The annual staffing plan will be presented to the Vice Chancellors for Academic Affairs and Administrative Affairs to ensure consistency with available resources and consistency with the UHH Strategic Plan. The plan will include projections of likely salary levels, and budgets for advertising, interviewing expenses, and moving expenses.

The Vice Chancellor for Academic Affairs will integrate and negotiate the individual unit plans to produce a University wide action plan for the upcoming academic year.

Approval to Conduct Search and Initiation of the Search

The VCAA’s action plan provides authorization to the deans and directors to begin the search process. While the optimal timing of a search varies with academic disciplines, meeting schedules, etc., it is important that each search be conducted in a timely manner. A target date for visitation by candidates for each position is to be established by the dean or director at the time the search committee is appointed. A secure internet working group will be established for each position. The site for this group will serve as a repository for search procedures, documents, and candidate information. Search Committee members and other parties active in the search will have access to the site. At the conclusion of the search, Human Resources will archive the materials and remove the site from the internet.

PREPARING FOR THE SEARCH

Creating a Position Description

An essential document in the hiring process is the Position Description. It provides potential candidates with both general and specific information about the position. Additionally it provides the search committee with guidelines for screening and selecting candidates and contains material that Human Resources uses to create advertising copy. The following information should be provided in the position description:

- Title of the position to be filled
- Position number
- Rank(s) at which hiring is to be done (including pay range such as I-3)
- Statement reserving the right to hire at other ranks if qualifications warrant this
- Source of funding (general funds, federal grant funds and agency, etc.)
- Provision for tenure or statement of non-tenurability
- Starting date and duty period (nine or eleven months, half-year hire, etc.)
Salary is now optional. A minimum salary, a salary range for the rank(s), or a statement that the salary is competitive can be used.

Duties
- Teaching responsibilities
- Research expectations
- Service commitment

Minimum qualifications
- Degree(s) required
- Acceptable fields of study
- Special qualifications for this position

Desirable qualifications
- Areas of study or abilities that are sought but not required
- Statements concerning diversity technology, and learning outcomes assessment

Application procedures and address
- What needs to be submitted?
- In what form should it be sent?
- To who and by when shall it be sent?

If a relatively high number of applications is expected, a firm deadline, based on postmark or on date of receipt, should be established and applications received after this deadline will not be considered. Alternatively, a date for the beginning of reviews after which new applications will be considered, such as, “For fullest consideration, applications should be received by (date),” or “Review of applications will begin on (date).” It is also necessary to determine whether letters of recommendation are to be sent at this time or later in the process after the first screening of candidates. Requiring letters up front will reduce the wait time for references to respond but will require that letters be written for candidates who will not receive serious consideration.

Example position description.

Template for position description.

The responsibility for preparation of the position description lies with the head of the organization filing the position – usually a dean although the responsibility can be delegated to Department Chair, Division Chair, or Search Committee Chair. Consultation with the hiring department is necessary to establish duties, minimum and desirable qualifications, and the closing date.

Appointing a Search Committee

Search committees and search committee chairs are appointed by the dean or director of the unit responsible for the position (Appointment letter). The Department/Division chair will recommend members to the Dean/Director. In the case of a position being split
between units, the heads of all participating units will jointly appoint the committee. Committee members must understand their role, responsibilities, obligations and liabilities. The importance of the role of the search, screening, and selection committee cannot be over-emphasized. The members must understand their charge so there is a clear understanding of the expected outcomes, i.e., to rank the applicants or assess strengths and weaknesses, etc.

The committee must also understand that the Decision-Maker (the Chancellor or the Chancellor’s delegated representative for making hiring offers such as the Vice Chancellor or Dean) is the responsible appointing authority. While the committee's recommendations should be seriously considered, the ultimate decision, along with a large portion of the liability, will rest with the Decision-Maker. In the event that the Committee’s recommendation is not followed, the Decision-Maker will meet with the committee prior to taking action to explain and discuss the need for an alternative course of action.

Personnel involved in the recruitment process have the responsibility to ensure that all applicants are treated fairly and equitably in accordance with equal opportunity/affirmative action requirements. Concerns and questions regarding this process should be directed to the Director of EEO/AA.

Composition of the Search Committee

- The committee should be balanced in terms of both gender and ethnicity, if possible.
- The search committee chair should normally be a senior member of the hiring department who is experienced in conducting searches.
- The committee will normally consist of three or more members of the hiring department and one outside member from a related field or affected field. For example, if a mathematician is being sought to teach classes to students who are preparing for teaching credentials, a member of the Education Department should be appointed to that search committee.
- A recorder should be selected from amongst the committee members. Factual notes of the meetings may be kept to ensure proper documentation of the process used and the agreements and assessments reached. The chair may serve in this capacity if desired.
- In addition, one member of the search committee should be selected to serve as the "affirmative action advocate," responsible for evaluating all steps of the search process in terms of the goals and principles of affirmative action, including ensuring that the search/interview committee does not inadvertently engage in discriminatory practices. This member will maintain a liaison with the Director of EEO/AA who will provide guidance in fulfilling this role.
Using the Internet for Communication

Once the membership of a search committee has been established, the administrator of the hiring organization (usually the Dean) will create web based working groups to facilitate the sharing of information and to provide a repository for documents and forms needed for the search. The workgroup can be found by logging in at [http://www.uhh.hawaii.edu/uhh/hr/selection/login.php](http://www.uhh.hawaii.edu/uhh/hr/selection/login.php). The username and initial password for the Search Chair will be created by the Dean’s Office and sent to the Search Chair. The working group members and their e-mail addresses will be entered into the system by the Search Chair.

The web based working groups have been created to make the transfer/sharing of documents simpler, faster, and less prone to error. The following tasks can be performed through the site:

- All necessary forms for a search can be downloaded from the web site. These forms are contained within the Teaching Faculty Hiring Handbook found at the site.
- Human Resources will post resumes, letters of application, and names and addresses of references on the web site as Zipped files.
- The Search Chair can e-mail the Search Committee as a group through the site.
- The Search Chair can post completed forms such as the EEO/AA Form 17 and the evaluation form for minimum and desirable qualifications to the site.

A practice search group has been created to facilitate faculty becoming familiar with the site’s capabilities. One can log in as the Search Chair – Username: *SearchChair*, Password: *mysecret* or as a committee member – Username: *JoeFaculty*, Password: *mysecret*. The Search Chair can add users, e-mail addressed, upload and download files, change access to files, etc. Committee members are limited to downloading files.

Getting Started

An orientation to the concepts of EEO/AA, including the identification of the underutilized groups, will be provided to the Search Committee Chair. This will normally be accomplished at an EEO/AA seminar given early in the fall semester. Procedures for reviewing and rating will candidates will be discussed. A sample listing of legal/illegal questions should be shared with the committee, as well as information on the consideration required of applicants with disabilities, veterans with disabilities, and veterans of the Vietnam Era. The Chair will be provided with an introduction to the Search Committee’s web site and will be given instructions for posting and retrieving documents. Each member of the Search Committee will be sent electronically instructions for accessing the web site and each member will be asked to review this manual.
Before applications are reviewed, the committee should plan how applicants are to be evaluated including:

- Rules for inclusion and exclusion of candidates based on the completeness of the file
- Guidelines for interpreting minimum and desirable qualifications
- An evaluation system such as
  - categories
  - ranked list
  - strengths and weaknesses
  - numerical scores
  - other methods
- Creating a form to be used by the committee members in making evaluations

Recruiting for a position that can be filled at multiple ranks presents special difficulties. It is not always wise to compare applicants applying at different ranks on the basis of their total accomplishments as a more senior person has had more time to accumulate a record. Moreover, it may be in the interest of the University to hire at a lower rank. It is recommended that the search committee categorize applicants as to the rank they are applying for or are qualified for and evaluate the candidates separately within each category. The committee can then recommend the best qualified candidate at each rank and make an overall recommendation to the Dean. The Dean will then make a choice as to which candidate(s) to invite to campus based on the recommendations and the needs of the University.

The committee should also develop a plan for interviewing candidates. This plan should have:

- Target dates for various stages of the interviewing process. These dates or milestones should be entered on the checklist and uploaded to the web site.
- Interviews at academic meetings
- A consistent set of video/telephone interview questions to be applied to all candidates
- An on campus interview schedule to be applied to all candidates including local and on-campus candidates
- Decisions with respect to:
  - When letters of recommendation will be required
  - Closing date, date of first review, immediate review
  - One or two stages of screening

The Committee Members must acknowledge the need for confidentiality in the search process. The discussions, ratings, and even who has applied for the position and who has written letters of recommendation are confidential. When local or internal candidates are involved in the search, there is a tendency for persons outside of the search committee to make inquiries about the search, its progress, etc. for the benefit of a candidate. Such
requests cannot be complied with. All members of the search committee need to acknowledge the need for confidentiality by signing the confidentiality agreement and forwarding the original to HR and a copy to the Director EEO/AA.

DEVELOPING AN ADEQUATE APPLICANT POOL

Advertising

Getting the word out about a position in a timely, accurate, and focused manner is essential to attracting applicants. The appearance of the advertisements should occur so that there is sufficient time for application and for word-of-mouth communication to occur. Usually a period of sixty to ninety days will work well. A well drafted Position Description provides the basis for creating advertising copy. Advertisements, however, are written to conform to the specifications of the publication and are targeted at specific groups. An advertisement should contain all the information in the Position Description when possible. There may be instances, however, where the ad must be shorter or a full description would be too costly. At a minimum, an ad must contain:

- Title and position number
- Minimum qualifications
- Application requirements
- Application address
- Closing date, date of first review, or immediate continuous review statement
- UHH EEO/AA statement

Focusing the advertising is a key to attracting good applicants – and focused advertising is more cost effective except when many ads are “bundled” together. How many of us read the Chronicle of Higher Education regularly? The fact is, it is much better to reach candidates through publications or internet sites that qualified candidates are likely to frequent as part of their professional work. Placement directories run by professional organizations are an excellent place for notices to be posted. Newsletters or publications of professional societies also will reach the intended targets. The University now has a relationship with HigherEdJobs.com and announcements can be posted there without additional cost through the EEO/AA Office. Ads in a statewide newspaper are required for positions filled with a local search (temporary positions) and are optional for national searches. Placement of statewide ads is done by HR with the ads appearing at www.workatu.hawaii.edu and in the Honolulu Star Bulletin.
Interviews at the meetings of professional organizations are a very effective way of recruiting. Face to face exchanges let us promote our campus as well as let us learn about the applicants. A department that is planning a hire should make every attempt to have a faculty representative at least one appropriate major academic meeting. Getting the funding for a trip to such a meeting may take advanced planning. To ensure that the Research Council will support the trip, a faculty member should submit a paper for presentation at the meeting. Because of limited travel funds at UHH, it is unlikely that funding for a recruiting trip will be available.

**Enhancing and Broadening the Applicant Pool**

- Personal networking is especially important for recruiting women and minority candidates. One or two members of the search committee should take responsibility for reaching people who can recommend such candidates, such as directors of graduate programs and heads of associations of minority scholars within the discipline.
- Send letters soliciting applications to qualified candidates listed in the Minority and Women Doctoral Directory, Center for Institutional Cooperation and National Minority Faculty Identification.
- The EEO/AA Office will place announcements in outlets to notify protected groups of the position.
- HR places announcements on the UHH web site and in WorkatUH.

**Dealing with a Small Applicant Pool**

In some disciplines the number of applicants can be overwhelming while in other disciplines there may be only a trickle of applicants. In the event that the applicant pool is too small the Dean/Director may elect to re-advertise and extend the search, close the search, or go ahead with the interview process with the available candidates.

**Responding to Applications**

As resumes, letters of application, and references are received, they will be posted to the web site by Human Relations in Zipped files. Applications received on paper will be time stamped and sent to the Search Chair who will file them in a place where they can be kept confidential. There should be a separate file for each candidate applying on paper.

When a complete application is received, the Search Chair will send the candidate an e-mail or postal letter of acknowledgement which states that the file is complete and asks the candidate to complete the EEO/AA Survey on the internet. Completion is voluntary and will have no bearing on the status or evaluation of the candidate.

Two weeks before the beginning of initial reviews, send each candidate with an incomplete file, an e-mail or postal letter of notification concerning missing items in the application. At this time, letters of reference may or may not have been requested.
First Screening
The initial screening of the applicant pool is designed to eliminate applicants who do not meet the minimum qualifications and, in the event of a very large candidate pool, reduce to a workable size, the number of applicants who will be given serious consideration. Normally, the first screening is done just after the closing date or date of first review. Letters of reference should be requested from references named by the surviving applicants, if letters were not required with the application. At least three weeks must be allowed for letters to be forwarded. The committee may have decided, however, to combine the first screening with the second screening. This makes sense when the expected number of applicants is not large.

Dealing with Incomplete Files and Late Applications
A candidate’s file is incomplete if there is not enough evidence for the committee to make an assured judgment about the candidate or if required items are missing. There is some discretion here. A candidate with a file that is complete save for a single missing recommendation might, for example, be considered by the committee while a candidate with no recommendations might not be considered. However, before an interview can be scheduled or an offer made, the file must be complete.

Prior to the onset of the first review cycle, the search committee should establish a procedure for dealing with files that are completed late or applications that are received late. The general principle to be applied is that milestones are established for reviews and files not sufficiently complete cannot be considered until the next milestone is passed. For example, milestones on the 15th of February and the 15th of April might result in:

- February 15th -- The first review of all nominally complete files begins
- March 1st -- Telephone interviews of the first batch of qualified applicants are made
- March 15th -- Campus visit invitation(s) is(are) extended
- April 1st -- Campus visit(s) is(are) unsuccessful
- April 15th -- All completed files, previously unevaluated, are now evaluated and additional telephone interviews are scheduled if needed.

NARROWING THE POOL AND SELECTING A CANDIDATE
Second Screening
Applicants meeting the minimum qualifications with complete files (who have survived the first screening if it was conducted) must be evaluated. Each member of the search committee completes a qualifications rating form. Both minimum and desirable qualifications are evaluated for candidates with completed files. This ensures that applicants are evaluated only on the basis of stated qualifications (minimum and desirable) for the position. These forms do not need to rank qualifications on a numerical scale, but if they do, they also should contain
space for comments and questions. The committee will then use the evaluations to categorize and rank those candidates in the highest category.

The committee will summarize the evaluations and place them in a spreadsheet and post these evaluations to the secure website. These evaluations are part of the permanent record of the committee’s work and will be archived when the search is terminated.

Video/Telephone Interviews

Because of the travel distance and cost to visit Hawaii, UHH employs video/telephone interviews as a method of reducing the number of candidate visits that must be funded. When the number of qualified candidates is not too large, say a dozen or less, it is possible to interview all candidates by phone. When there are more candidates, the time required to conduct the interview becomes prohibitive and a reasonable number of candidates should be phone interviewed and these candidates should be selected on the basis of the rankings produced in the screening process.

Interviews are structured by using a series of questions applied with consistency to all candidates. Of course, conversation and the asking of questions by the candidate will take a somewhat different course in each interview. The important point is that each candidate is evaluated on his/her responses to the same set of questions. A typical set of telephone interview questions might number six to ten as the interviews are normally completed within one-half hour. Forms with the questions and places for evaluation of the responses should be provided to each of the interviewing committee members (video/telephone questionnaire example). Care should be taken in crafting the questions to:

- cover all essential areas
- ask questions where meaningful evaluation relative to the stated qualifications is likely
- avoid redundancy
- avoid questions of personal nature

Examples of types of questions that cannot be asked and those that can be asked are included in the appendix.

Sometimes there is information of a personal nature that cannot be asked about but would be of benefit to both the candidate and the campus if that information were shared. A candidate, for example, may have a spouse or domestic partner who would need to find employment in order for the candidate to accept the position. While the search committee cannot ask about marital status or partners, the committee can suggest to the candidate that it would be open to inquiries about family or other personal matters such as schools or spousal employment if the candidate wished to discuss these matters. Many searches have failed at the end because this type of information was not forthcoming.
Campus Visits

Invitation to Visit the Campus

When the telephone interviewing of candidates is complete, the committee will meet and create a ranking of the interviewed candidates. The Search Committee Chair will discuss the findings of the committee with the Dean/Director and a plan for on campus interviews will be developed. The funding for travel to interview is normally provided by the College or School making the hire.

Prior to the On-Campus Interview

Several actions are needed prior to the campus interview. The Search Committee Chair must obtain an electronic copy of the applicant’s Curriculum Vitae and post it on the secure web site. A copy of “Instructions for Visitors” must be e-mailed to the candidate with a request to acknowledge receipt. These instructions details those expenses that UHH is responsible for and those that it is not responsible for and specifies the documentation necessary to make a claim. These instructions mitigate the possibility of the candidate not receiving reimbursement for certain expenses.

The candidate will be reimbursed for reasonable taxi transportation cost to airport from home and from airport to home; coach/economy airfare, provided with a hotel room and reimbursed at our per diem rate for meals, where appropriate. A car will not be provided. The hiring departments’ faculty are responsible for hosting the candidate and providing transportation. Travel reimbursement should be filed within seven business days after leaving campus.

The UH EEO/AA Form 17 is to be interactively completed. A completed copy of the form will be posted on the secure Web Site and the Director of EEO/AA informed by e-mail that the form is complete.

At this point in the hiring process the following documents must be available on the secure web site

- UH Form 17
- Candidate’s Curriculum Vitae
- Position description
- Advertisements as they appeared WorkatUH and elsewhere
On Campus Interviews

The protocol for interviews developed by the Dean/Director and the Chair of the Search Committee may result in a sequence of interviews where a decision is made on each candidate before the next candidate is interviewed. Alternatively, several candidates may be interviewed and a decision made after all interviews are completed. A lack of funds for recruiting combined with the expense of interviewing in Hawaii has led, in the past, to sequential evaluation being used most often. When there are local candidates, simultaneous interviews are preferred as the additional expense is minimal. Simultaneous interviewing, while sometimes more expensive, has the advantages of being less time consuming and providing more information at the time a decision is made.

On campus interviews are the most informative, and most costly step in the interviewing process. The goal of the on-campus interview is to assess the candidates teaching and research skills and publication record, their community service and collegiality, and the likelihood that they will be successful at UHH. The following is a list of activities that are normally engaged in during an on campus interview. Those activities marked with an asterisk (*) should be part of every on campus interview.

- Pickup at airport (if not local candidate)*
- Presentation of creative/discovery work open to all University Faculty and Staff*
- Teaching of a class
- Interviews with:
  - Search and screen committee*
  - Departmental faculty*
  - Division chair*
  - Dean/Director*
  - Vice-Chancellor for Academic Affairs*
- Campus tour*
- Tour of Hilo

Additionally, candidates may wish to visit schools, have a housing tour with realtor, or otherwise engage in other specific activities during their visit.

A campus itinerary will be created for each candidate and distributed by e-mail to all faculty of the hiring unit at least two days prior to the visit. The itinerary should also be posted to the search web site.
**Evaluation of the Candidate**

The Chair of the Search Committee will distribute an on-campus interview evaluation form to all department members and search committee members. The evaluation forms provide a basis for the Search Committee to make a recommendation to the Dean/Director. This recommendation may be to hire, not hire, or continue interviewing before making an offer. The Chair of the Search Committee, or the entire search committee when so requested, will meet with the Dean/Director and present their findings.

In the event that the Dean/Director in consultation with the Search Committee decides that it is appropriate to make an offer, the Dean/Director will take the following actions:

- The proposed offer will be communicated to the Vice-Chancellor for Academic Affairs. The proposal will contain the rank and step, salary level, and any deviations from a standard offer with respect to start date of employment, moving and set-up expenses, or duties. The Vice-Chancellor will respond via e-mail to the Dean/Director giving any changes or actions regarding the offer and will copy the Director of Human Resources.
- Once the proposed offer is approved, the Dean/Director will informally communicate the offer to the candidate to ascertain if the candidate is ready to respond to the offer.
- If the candidate is ready for the offer, the Dean/Director will inform the Director of Human Resources by e-mail that an offer letter should be sent.

The Director of Human Resources has the responsibility to prepare the offer letter which is signed and sent by the VCAA. The letter will contain the following components:

- Title, rank, step, salary, contract start day, duty period, position number.
- Statement of duties
- Period of payment (1/24 of the contract amount twice monthly)
- Legal and immigration requirement
- Reimbursement of moving expenses
- Start-up commitment (if any)
- Period and method for response to offer

An example offer letter
Closing the Search

Once a successful search has been completed, or no acceptable candidate is found, the search must be closed. The Search Committee Chair must write or e-mail all candidates who have applied that the search has been terminated. If the search was terminated without a hire because the pool of minimally qualified candidates has been exhausted, the letter may indicate this outcome. The folders for all candidates, whether electronic or paper will be retained for three years or longer by Human Resources if notified by the Director EEO/AA that a complaint has been filed by a candidate with an external agency. The Director EEO/AA and the Dean/Director will be informed by e-mail that the search is officially concluded when all candidates have been notified and the records are archived.
FREQUENTLY ASKED QUESTIONS

How should candidate inquiries about their status be handled?

Prior to the selection of candidates(s) to interview, those meeting the minimum qualifications should be told that their applications are still under consideration. When the selection of candidates to be interviewed has been made, other candidates may be told that they were not included in the first group of candidates to be interviewed.

What do we do if a candidate is qualified for a higher rank than advertised?

The candidate must be considered only for the rank(s) in the position description unless the position description contains a statement reserving for the University the right to hire at a rank other than those advertised. At the discretion of the VCAA, the offer letter may include a statement about the date when the candidate could be considered for promotion.

What happens to incomplete applications?

Applications that are not complete when the review process begins can be considered, but candidates with incomplete applications cannot be interviewed. Search committees should make every effort to notify candidates whose applications are incomplete.

How do we treat internal candidates?

Internal candidates cannot be involved in the search process and must be treated in the same manner as external candidates. Confidentiality in all matters must, absolutely, be maintained.

Should we accept late applications?

Late applications cannot be considered if received after a firm deadline. The applicant should be notified of this. (If a search committee decides to make an exception for an outstanding applicant, then all late applications must be considered.

What if there are no acceptable candidates?

The search can be abandoned at the instruction of the Dean/Director and candidates will be informed by letter that the search has been cancelled. Alternatively, the search can be extended and the position readvertised.
Examples and Templates

Search Committee Appointment
MEMORANDUM

August 31, 2003

TO: Search Committee Chair, Members

FROM: Appointing Dean

SUBJECT: Search, Screening and Selection Committee for the Position in Field of Study, Position ####

I am asking that each of you serve as a member of the Committee to search for, screen, and recommend applicants for the position name-of-position. The Convener of the Committee should call an initial meeting at which time a Chair will be elected. After this initial meeting, the Chair must also meet with our EEO/AA Director provide the appropriate documents (Form 17, EEO/AA hiring procedure, Confidentiality Agreement, Hiring Handbook, etc.), and brief the Chair on the procedures to be followed.

The Chair is responsible for ensuring that all applications are fully considered. Complete records must be maintained in accordance with EEO provisions, especially the Form 17. Please evaluate each applicant in terms of the stated minimum qualifications (MQ's). Those who do not meet the MQ's should immediately be eliminated from further consideration and so notified. All candidates who meet the MQ's will be considered to be active candidates until the search closes or the candidate withdraws. Those who meet the MQ's should be further screened in terms of the advertised desirable qualifications for the position.

I'd like to make a special effort to cast our net as wide as possible and to develop as diverse a faculty as possible, while still maintaining our main goal of quality. In this effort, please select a Diversity Coordinator whose function (in addition to being a committee member) will be to take whatever efforts possible to get a diverse applicant pool. These efforts may include writing letters to institutions where there are likely to be possible faculty members who will enhance our diversity, ensuring that the advertisement is placed in outlets that will reach a diverse audience, and inviting rising scholars to apply for our position. This individual should also coordinate contact with the EEO/AA Director. My aim is not to dictate the search but to do everything possible to ensure the broadest possible applicant pool and wide consideration.
In order to facilitate the work of the committee, a web site has been established for
the exchange of documents and notifications. This site is for the internal work of the
committee and not for candidates. The purpose of this site is to reduce the paper
flow and speed the work of the committee. Each committee member will have read
privileges on the site and the Chair, EEO/AA Director, HR Director, and myself will
have read and site privileges for certain documents. Your attention is called to the
search check list which contains the various actions that each participant in the
search process must complete. Additionally, the site contains all necessary forms
and Handbook for Hiring Tenure Track Teaching Faculty which explains the search
process and has many helpful ideas.

When the Committee reaches a consensus on its finalists and is ready to
recommend candidates for campus visits, the Chair should meet with me to discuss
the top several candidates. The Form 17 should be completed at this time and
posted to the web site.

During the search, screening and selection process, the Committee may contact
candidates to ascertain their continued interest and availability. However, issues
concerning salary and other commitments cannot be discussed except by myself.

I appreciate your assistance in this critically important decision. Please let me know
if you have any questions.

SCH:ank

c: EEO/AA Director
Letter of Acknowledgement
May 30, 2003

Dear Dr./Ms./Mr. Applicant:

Thank you for your interest in the Geology position at the University of Hawaii at Hilo. Your application is now complete, and you can be assured that your credentials will receive careful consideration as we move through the search process.

We would appreciate your taking the time to complete and return the Equal Opportunity & Affirmative Action Survey at http://www.uhh.hawaii.edu/~eeoEEO/AA_aa_survey.html Please understand that this survey is strictly voluntary, and that it will assist us in implementing our Affirmative Action Plan.

If you have any questions about UH-Hilo, our department, or the position, please feel free to contact me at:

   Phone
   e-mail
   address.

Sincerely,
Incomplete Application Letter
May 30, 2003

Dear Dr. /Ms. /Mr. Applicant:

Thank you for your interest in the Geology position at the University of Hawaii at Hilo. We have not yet had a complete application. At this time we are possession of two letters of recommendation rather than the required three letters. The letters we have are from Professor Friedman and Dean Wormer.

We encourage you to contact any missing reference and ask that the letter be e-mailed to me at MyAddress@hawaii.edu as soon as possible. I’ll let you know when you file is complete. We will begin review of applications on “closing date” and cannot consider your applications without receiving these materials.

If you have any questions about UH-Hilo, our department, or the position, please feel free to contact me at:
  Phone
  E-mail
  Address.

Sincerely,
Closing the Search

Dear Dr. /Ms. /Mr. Applicant:

Thank you for your interest in the Geology position at the University of Hawaii at Hilo. We have concluded this search and it is now officially closed. We thank you for your interest in this position and our school. While we were not able to offer you a position, we hope that you will keep us in mind when future positions in your field open at UHH.

Sincerely,
ASSISTANT PROFESSOR OF COMPUTER SCIENCE: Position Number 83269; College of Arts & Sciences; general funds, pending available funding; full-time; tenure-track; nine-month appointment; to begin approximately August 2004. The University reserves the right to hire at another rank when the selected candidate is qualified for that rank. DUTIES: Teach introductory and advanced undergraduate courses in computer science, including courses in the department’s distance education degree program; perform scholarly research and professional service in computer science; participate in on-going course and curriculum development activities and outcomes assessment; advise students; carry out departmental and University service activities. Department web page: http://cs.uh.hawaii.edu. MINIMUM QUALIFICATIONS: Ph.D. in Computer Science or closely related discipline from an accredited college or university; evidence of ability to teach effectively at the undergraduate level; evidence of commitment to ongoing scholarship in computer science; ability to communicate clearly in the classroom and in the context of other student and faculty interactions. DESIRABLE QUALIFICATIONS: Areas of interest include, but are not limited to, artificial intelligence, graphics, or distributed computing. Candidates in other areas of Computer Science are strongly encouraged to apply. SALARY: Competitive APPLICATIONS: Electronic submissions are preferred. Submit letter of application, vita, and the names and e-mail addresses of three references as Word or PDF files Zipped into a single file named “83269yourlastname”. E-mail this file to HR@UHH.Hawaii.edu. Paper submission is also accepted at Human Resources, Position 83269, University of Hawaii at Hilo, 200 W. Kawili St., Hilo, HI, 96720-4091. APPLICATION DEADLINE: Review of applications will begin November 15, 2003. UH Hilo is an EEO/AA Employer D/M/V/W. The University of Hawai‘i is an equal opportunity/affirmative action institution. All qualified applicants will be considered, regardless of race, sex, age, religion, color, national origin, ancestry, disability, marital status, sexual orientation, or status as disabled veteran or veteran of Vietnam era. Employment is contingent on satisfying employment eligibility verification requirements of the Immigration Reform and Control Act of 1986. Appointments to positions are subject to campus recruitment guidelines and the collective bargaining agreement.
Position Description Template

RANK OF FIELD (position) College of College, University of Hawaii at Hilo, tenure track, general funds, full-time, nine-month type appointment, to begin “date”, pending position clearance and funding. The University reserves the right to hire at another rank when the selected candidate is qualified for that rank. Duties: Teach courses in teaching areas; advise students; engage in scholarly activity and publish results in peer reviewed journals; engage in curriculum development and outcomes assessment; and participate in University and community service. Minimum qualifications: Doctorate in field. Desirable qualifications: Expertise in specific area. Teaching experience in area. Experience with asynchronous educational technologies. Commitment to learning outcomes assessment. Salary: Competitive. To apply: Submit résumé, letter of application, and the names and e-mail addresses of three recent references. It is preferred that these items be submitted electronically as Word or PDF files zipped together in a ZIP file named with the last name and position number (ex: ###### Jones) and e-mailed to HR@UHH.hawaii.edu. Paper submissions are also accepted at Human Resources, University of Hawai‘i at Hilo, 200 W. Kawili St., Hilo. Contact address: Search chair name, College of College, University of Hawai‘i at Hilo, 200 W. Kawili St., Hilo, HI 96720-4091, 808-974-7###, fax 808-974-7###, searchchairemailaddress@hawaii.edu. Continuous recruitment Review of applications will begin on date and will continue until the position is filled. OR Closing date:

The University of Hawai‘i is an equal opportunity/affirmative action institution. All qualified applicants will be considered, regardless of race, sex, age, religion, color, national origin, ancestry, disability, marital status, sexual orientation, or status as disabled veteran or veteran of Vietnam era. Employment is contingent on satisfying employment eligibility verification requirements of the Immigration Reform and Control Act of 1986. Appointments to positions are subject to campus recruitment guidelines and the collective bargaining agreement.
Offer Letter

August 31, 2003

Selectee’s address

Dear Dr. Newhire:

It is my pleasure to offer you an instructional faculty position at the University of Hawai`i at Hilo. The following are the terms of your appointment:

1. You will be hired as a tenure-track Professor of Biology (Tropical Forest Ecologist/Biologist), position no. 84233, Rank 5, Step 6, at an annual salary of $63,576. You will be able to apply for tenure after two (2) years of satisfactory service commencing August 1, 2004.

2. Your appointment-period will be from August 1, 2004 to June 30, 2004 with your duty-period from August 18, 2004 to May 16, 2004. You will be paid over the course of your appointment-period for work completed during your duty-period. If you are unable to fulfill your responsibilities of your duty-period, it may affect your twelve-month compensation.

3. Your appointment is contingent upon employment eligibility under the Immigration Reform Act and other Federal, State and University employment requirements.

4. Your normal workload will be to teach courses and serve as academic advisor to students, perform scholarly activity and other duties as assigned. You may be asked to participate in curriculum development and provide service to the University and community.

5. You will be reimbursed for relocation expenses for one-way airfare for you and your dependents plus up to the maximum allowable by the University of Hawai`i rules and regulations for shipping of your household goods. Detailed information on allowable relocation expenses will be sent to you from our Human Resources Office.

If you accept this offer, please sign below and return this letter to our Human Resources Office, at the address stated below, within ten (10) working days of the date on this letter. After we receive your acceptance, you will receive a letter from our Human Resources Office which will include employment and benefit information and forms. If you have questions regarding this offer, please call our Human Resources Office at (808) 974-449.
We look forward to having you on our team at this exciting time when the University of Hawai‘i at Hilo is moving to further itself as a premier residential comprehensive university.

Sincerely,

Christopher Lu
Vice Chancellor for Academic Affairs

c:  Steve Hora, Dean, CAS  
     Kerwin Iwamoto, HR

ACCEPTED:

Dr. Newhire  

Date
Confidentiality Agreement

Interview Committee For Position Title: [ ] Position Number: [ ]

MAINTAINING CONFIDENTIALITY OF SCREENING/INTERVIEW PROCESS

To Screening/Interview Committee Members:

As a member of the screening/interview committee for applicants for vacant positions, you will have access to confidential information. The University of Hawaii at Hilo considers the entire screening/interview process to be confidential in nature, including any materials, ratings, questions/responses, comments and discussions, and recommendations made in connection with the screening/interviews.

Because of the confidentiality and sensitivity of the screening/interview process, you have a responsibility not to discuss or disclose any information relating to the screening/interviews to persons or parties who are not authorized to be privy information. Accordingly, your full cooperation in this matter will be appreciated. Please sign statement below indicating your agreement to keep all matters relating to the screening/interviews confidential.

________________________________________________________________
Signature of Screener/Interviewer                                                                                   Date

CONFIDENTIALITY AGREEMENT

As a member of this screening/interview committee and in accordance with the provisions of Chapter 92F, Uniform Information Practices Act (Modified), Hawaii Revised Statutes, I agree to keep confidential all matters relating to the screening/interviews, and I further agree not to discuss or disclose any information about the screening/interview process itself, the applicants, their ratings, or discussions authorized to be privy to such information.

________________________________________________________________
Signature of Screener/Interviewer                                                                                   Date
<table>
<thead>
<tr>
<th>Signature of Screener/Interviewer</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
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</tbody>
</table>

3/99
## Sample Qualifications Evaluation Form

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Minimum Qualifications</th>
<th>Desirable Qualifications</th>
<th>Letters of Recommendation</th>
<th>MQs</th>
<th>Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Doctoral Degree</td>
<td>Distance Learning Experience</td>
<td>Teaching in a Multicultural Setting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Teaching Experience</td>
<td>Communication Skills</td>
<td>Letter 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Letter 2</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Letter 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Comments</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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*MQs: Minimum Qualifications; Overall Rating: Overall evaluation of the candidate's qualifications.*
Sample Video/Telephone Interview Questions

Applicant: _________________________                           Evaluator: ________________________

1. The positions descriptions list several desirable qualifications. These are:

   Do you meet any of these qualifications and, if so, which ones do you meet and how do you meet them?

2. UHH is a moderate sized school with about 3,000 mostly undergraduate students. The cultural of the University is like that of a small liberal arts college. What preparation or experiences do you have that are relevant to such an environment?

3. Tell about your research endeavors and plans as well as the type of support you would expect for your research.

4. Let’s suppose that you are grading an assignment and find that several students have collaborated on their answers. The evidence is obvious and the assumption in giving the assignment was that it was to be done individually although this was not made specific. When faced with the evidence, the students deny that they had collaborated. Have you been in this position before? What would you do?

5. Teaching excellence is given a very high priority at UH-Hilo. How would you describe your teaching style and your teaching performance? Do you use any outcomes assessment tools in measuring your teaching effectiveness?

6. Have you any experienced with learning technologies such as asynchronous internet instruction?

7. What is the single most important trait that should make us select you above other applicants for the position?

8. Are there questions you would like to address to us? These questions can be about working and living in Hawaii, about the University, about education for children or employment for a significant other.
Itinerary for Dr. Bot M. Line
Candidate for Professor of Actuarial Science

Thursday, 12/13/2001
6:20 p.m. Arrive on United/Aloha Flt. 4247. Will be met by Dr. Hank Hennessey, Management, and taken to Naniloa Hotel. After check-in at hotel, will continue to dinner.

Friday, 12/14/2001
8:00 a.m. Breakfast with Dr. Marcia Sakai, Director, UHH School of Business and Dr. Robert Stack, Marketing-Meet in hotel lobby.
9:15 a.m. Robert Stack will take to meet with Helen Rogers, UHH Library.
10:00 a.m. Meet with Stephen Hora, Interim Dean, College of Arts and Sciences (UCB)
11:00 a.m. Meet with Dr. Jerry Calton (Chair, Business Admin. EKH-244).
11:30 a.m. Meet with Dr. David Hammes (Chair, Dept. of Economics, in EKH-252)
12:00 noon Brown Bag Lunch with Committee Members-School Conference Room. (Kelly Burke, MIS; Jeffrey Decker, Accounting; Hank Hennessey, Management; Terrance Jalbert, Finance; Youngki Hahn, Economics.)
1:30 p.m. Free Time
2:00 p.m. Presentation in EKH 270. All faculty invited.
3:00 p.m. Meet with Vice-Chancellor Chris Lu (ADM 111)
3:30 p.m. Meet with Search Committee (Business & Economics Conference Room)
4:30 p.m. Attend Grand Opening and Office Blessing of Small Business Development Center with Marcia Sakai in downtown Hilo.
6:30 p.m. Pick up for dinner by Jerry Calton and Jeffrey Decker

Saturday, 12/15/2001
10:00 a.m. Real Estate Tour-Tracy Lewis 969-6699
6:00 p.m. School of Business Christmas Party-Hennessey’s house-Transportation provided by Marcia Sakai
### Interview Evaluation Form

Please return this form to: ____________________________ By: ____________________________

**EVALUATION OF PROSPECTIVE FACULTY**

Candidate: ____________________________

Please respond to the following questions, indicating your assessment of the candidate on each of the following factors:

1. The candidate has appropriate training and interest in teaching courses related to the position for which the candidate is being considered.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Strongly</th>
<th>No Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>Agree</td>
<td>for Answering</td>
</tr>
</tbody>
</table>

2. The candidate possesses strong teaching skills and is likely to be a successful instructor in the UHH School of Business program.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Strongly</th>
<th>No Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>Agree</td>
<td>for Answering</td>
</tr>
</tbody>
</table>

3. The candidate is properly trained and motivated to do research.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Strongly</th>
<th>No Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>Agree</td>
<td>for Answering</td>
</tr>
</tbody>
</table>

4. The candidate is willing to contribute to the University and community through service.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Strongly</th>
<th>No Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>Agree</td>
<td>for Answering</td>
</tr>
</tbody>
</table>

5. The candidate possesses personality characteristics that will promote positive collegial interaction.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Strongly</th>
<th>No Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>Agree</td>
<td>for Answering</td>
</tr>
</tbody>
</table>
6. Briefly list and discuss the candidate's principal strengths as they relate to the position description.

7. Briefly list and discuss the candidate's principal weaknesses as they relate to the position description.

8. The candidate is qualified for the academic rank of:

   Instructor  Assistant  Associate  Professor  Professor
   Professor  Professor

9. This candidate should be:

   Rejected  Kept Under Consideration  Made an Offer

10. What is the basis for your evaluation?

   ___ Review of Candidate's curriculum vitae
   ___ Review of Candidate's application file
   ___ Preliminary (group) telephone interview with the candidate
   ___ Personal interview with the Candidate
   ___ Group interview with the Candidate
   ___ Attendance at Candidate's research presentation
   ___ Social event (i.e., lunch, dinner, etc.) with the Candidate
   ___ Contact with persons knowledgeable of the Candidate.

   ___________________________  ___________________________
   Evaluator                      Date
Instructions for Visiting Candidates

UNIVERSITY OF HAWAII AT HILO
COLLEGE OF ARTS AND SCIENCES
NEW FACULTY RECRUITMENT: ON-CAMPUS INTERVIEW GUIDELINES

Search Committee Chairs: Please notify your division secretaries as soon as the dean approves the on-campus interview. Allow two weeks to process all requisitions, and provide the secretaries with a copy of the letter of invitation (stating what expenses the university will cover), which needs to be attached to all requisitions regarding the interview.

Division secretaries need the following to process reimbursements:
- Copy of social security card
- Letter of invitation (see your division secretary for a sample)
- Dummy invoice (see your division secretary)
- Original receipt (airline passenger receipt@ portion of ticket.)

**Airfare:** Roundtrip, coach, direct-route tickets to Hilo at the lowest airfare available

If the candidate makes his/her own travel arrangements, the candidate will pay for the airline tickets, and give the original passenger receipt portion of the ticket to the division secretary for reimbursement. With an electronic ticket, the candidate must submit a copy of ticket receipt and boarding passes. Search committee chair will notify candidate to get 7-14 days advance purchase tickets in order to obtain the most economical coach fare. Alternatively, a purchase order may be issued for the purchase of the ticket and the ticket forwarded to the candidate.

**Per Diem:** Two Days @ $130/Day Maximum

Per Diem will pay for hotel room, meals, ground transportation, and miscellaneous expenses. If the department pays for the hotel portion with a requisition, the candidate will receive the difference between the hotel costs and $130/day.

**NOTE:** Extra nights are permitted, if it results in significant savings on the airfare

**Car:** None

Transportation will be provided by search committee/department faculty.
PRE-EMPLOYMENT QUESTIONS – UNLAWFUL AND LAWFUL

Employment discrimination based on race, creed, color, national origin, sex, disability, age, marital status, and arrest is prohibited. This guide is designed to ensure that interviewers are familiar with information that may be obtained on either an application or in a personal interview prior to employment. Data required for personnel and affirmative action records, benefit provisions, income tax purposes, emergency notification, etc. will be obtained after employment.

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>UNLAWFUL</th>
<th>LAWFUL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESS</td>
<td>“Do you own or rent your place of residence?”</td>
<td>Place of residence.</td>
</tr>
<tr>
<td>AGE</td>
<td>“How old are you?”</td>
<td>“Are you between 18 and 70 years of age?”</td>
</tr>
<tr>
<td></td>
<td>“What is your date of birth?”</td>
<td>“If hired, can you furnish proof of age?”</td>
</tr>
<tr>
<td>ARREST RECORD</td>
<td>“Have you ever been arrested?”</td>
<td>Inquiries about convictions recent and relevant to the job.</td>
</tr>
<tr>
<td>BIRTH CONTROL</td>
<td>Inquiry as to ability to reproduce, advocacy of any form of birth control or family planning.</td>
<td></td>
</tr>
<tr>
<td>BIRTHPLACE</td>
<td>Birthplace.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Birthplace of parents, spouse, or other close relatives.</td>
<td></td>
</tr>
<tr>
<td>CHILDREN</td>
<td>Plans to have children.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ages of children.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Child care arrangements.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Are you pregnant?”</td>
<td></td>
</tr>
<tr>
<td>CITIZENSHIP</td>
<td>Of what country are you a citizen?</td>
<td>Are you eligible to work in the U.S.?</td>
</tr>
<tr>
<td></td>
<td>Whether a naturalized or a native-born citizen; the date citizenship was acquired.</td>
<td>Can you provide original documents establishing identity and eligibility for employment.</td>
</tr>
<tr>
<td></td>
<td>Requirement that naturalization papers be produced.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Whether parents or spouse are naturalized or native-born citizens</td>
<td></td>
</tr>
</tbody>
</table>
of the United States; the date when parents or spouse acquired citizenship.

8. **DISABILITY**
   
   “Do you have a disability?”
   
   “Have you ever been treated for any of the following diseases...?”
   
   “Do you have any physical, mental, or medical impairments which would interfere with your ability to perform the job for which you have applied?”

9. **ECONOMIC STATUS**
   
   Garnishment records.
   
   Credit references.
   
   Automobile ownership.

10. **EDUCATION**

    Inquiry into academic, vocational, or professional education and the public and private schools attended.

11. **EXPERIENCE**

    Inquiry into work experience.

12. **LANGUAGE**

    “What is your native language?”
    
    Inquiry into language fluently spoken or written.
    
    Inquiry into how the ability to read, write, or speak a foreign language was acquired.

13. **MARITAL STATUS**

    
    Name or other information about spouse.
    
    “Where does your spouse work?”

14. **MILITARY EXPERIENCE**

    Inquiry into general military experience.
    
    Inquiry regarding service in particular branch of United States Army, Navy, etc.
    
    Date and condition of discharge.

15. **NAME**

    Original name if name has been changed by court order or otherwise.
    
    “Have you ever worked for this company under a different name?”
    
    “Is any information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.”

    “If you have ever worked under another name, state name and dates.”
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>16.</td>
<td><strong>NATIONAL ORIGIN</strong></td>
<td>Inquiry into lineage, ancestry, national origin, descent, parentage, or nationality.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nationality of parents or spouse.</td>
</tr>
<tr>
<td>17.</td>
<td><strong>ORGANIZATIONS</strong></td>
<td>List all clubs, societies and lodges to which you belong.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inquiry regarding membership in organizations which the applicant considers relevant to ability to perform the job.</td>
</tr>
<tr>
<td>18.</td>
<td><strong>PHOTOGRAPH</strong></td>
<td>Requirement or option that a photograph be provided.</td>
</tr>
<tr>
<td>19.</td>
<td><strong>PHYSICAL REQUIREMENTS</strong></td>
<td>Only if the job requires certain qualifications.</td>
</tr>
<tr>
<td>20.</td>
<td><strong>RACE/COLOR</strong></td>
<td>Complexion or color of skin.</td>
</tr>
<tr>
<td>21.</td>
<td><strong>RELATIVES</strong></td>
<td>Names, addresses, ages, or other information concerning spouse, children, or other relatives.</td>
</tr>
<tr>
<td>22.</td>
<td><strong>RELIGION/CREED</strong></td>
<td>Inquiry into religious denomination, religious affiliations, church parish, pastor, or religious holidays observed.</td>
</tr>
<tr>
<td>23.</td>
<td><strong>SEX</strong></td>
<td>Do you wish to be addressed as Mr.? Mrs.? Miss? or Ms.?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inquiry as to sex or sexual preference.</td>
</tr>
</tbody>
</table>
PolyCom

PolyCom is a video conferencing system that works over the internet by connecting PolyCom units at remote locations through an IP address. The quality is usually very good and the units are simple to use. To connect to another unit it is only necessary to now the IP for the remote unit. PolyCom units can also interface through a “bridge” with video conferencing units attached via ISDN lines. Such connections can be managed through IT Services at Manoa but there is a charge for the long distance telephone service and for the bridge.

PolyCom units are available on campus in the following locations:

<table>
<thead>
<tr>
<th>Location</th>
<th>Contact</th>
<th>Room Capacity</th>
<th>IP</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCB 3000 Dean’s Conference Room*</td>
<td>4-7300</td>
<td>12</td>
<td>132.160.30.90</td>
</tr>
<tr>
<td>Chancellor Conference</td>
<td>4-7444</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
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</tr>
</tbody>
</table>

*This unit is portable and may be moved within UCB to any room with an Ethernet connection.
# Teaching Faculty Hiring Checklist and Timeline

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Target Date</th>
<th>Actual Date Completed</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtain Approval for Search and Create SF-1</td>
<td>Aug-15</td>
<td></td>
<td>Dean</td>
</tr>
<tr>
<td>Appoint Search Committee and establish Web group</td>
<td>Aug-21</td>
<td></td>
<td>Department Chair and Dean</td>
</tr>
<tr>
<td>Attend AA/EEO Search procedures meeting</td>
<td>Aug-27</td>
<td></td>
<td>Search Chair</td>
</tr>
<tr>
<td>Create position description and create draft advertising copy</td>
<td>Aug-27</td>
<td></td>
<td>Department Chair</td>
</tr>
<tr>
<td>Review, edit and approve advertising copy</td>
<td>Sept-19</td>
<td></td>
<td>Dean, EEO/AA, HR</td>
</tr>
<tr>
<td>Place advertising</td>
<td>Oct-1</td>
<td>HR</td>
<td></td>
</tr>
<tr>
<td>WorkatUH Web site</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Star Bulletin</td>
<td></td>
<td></td>
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<tr>
<td>HigherEdJobs.Com</td>
<td></td>
<td></td>
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<tr>
<td>UHH Web site</td>
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<tr>
<td>Other 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sign confidentiality agreement and send to EEO/AA</td>
<td>Jan-1</td>
<td></td>
<td>Search Committee</td>
</tr>
<tr>
<td>First Screening</td>
<td>Jan-23</td>
<td></td>
<td>Search Committee</td>
</tr>
<tr>
<td>Inform applicants who do not meet MQs</td>
<td>Jan-27</td>
<td></td>
<td>Search Chair</td>
</tr>
<tr>
<td>Request letters of reference if not already done</td>
<td>Jan-23</td>
<td></td>
<td>Search Chair</td>
</tr>
<tr>
<td>Conduct video/telephone interviews</td>
<td>Feb-20</td>
<td></td>
<td>Search Committee</td>
</tr>
<tr>
<td>Make selection recommendation</td>
<td>Feb-25</td>
<td></td>
<td>Search Chair and Dean</td>
</tr>
<tr>
<td>Schedule on-campus interview and prepare itinerary</td>
<td>Feb-27</td>
<td></td>
<td>Search Chair</td>
</tr>
<tr>
<td>On-campus interviews</td>
<td></td>
<td>All parties</td>
<td></td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; candidate</td>
<td>Mar-11,12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit receipts for travel expenses</td>
<td>End of interview</td>
<td></td>
<td>Search Chair and Interviewee</td>
</tr>
<tr>
<td>The following steps are undertaken when an offer is forthcoming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete UH Form 17 and sign</td>
<td>Mar-15</td>
<td></td>
<td>Search Chair, Department Chair, Dean</td>
</tr>
<tr>
<td>Task</td>
<td>Due Date</td>
<td>Responsible Party</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Get approval for offer</td>
<td>Mar-15</td>
<td>Dean and VCAA</td>
<td></td>
</tr>
<tr>
<td>Contact candidate with informal offer</td>
<td></td>
<td>Dean</td>
<td></td>
</tr>
<tr>
<td>1\textsuperscript{st} candidate</td>
<td>Mar-15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2\textsuperscript{nd} candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3\textsuperscript{rd} candidate</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Prepare offer letter</td>
<td></td>
<td>HR</td>
<td></td>
</tr>
<tr>
<td>1\textsuperscript{st} candidate</td>
<td>Mar-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2\textsuperscript{nd} candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3\textsuperscript{rd} candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inform applicants of search closure</td>
<td></td>
<td>Search Chair</td>
<td></td>
</tr>
<tr>
<td>Archive search</td>
<td></td>
<td>HR</td>
<td></td>
</tr>
</tbody>
</table>
Position Request Form

Please complete this form and submit electronically to the appropriate Dean/Director. The request will normally be submitted by the end of the spring term.

Position Description
Please provide a description of the position including title, desired rank, and minimum and desirable qualifications.

Justification
Explain why this position is needed. Be specific about the courses to be taught and the other duties of this faculty member.

Performance Indicators
For the department or program making the request, provide the following information for the current academic year:

- Current number of full-time faculty at each rank.
- For the last two semesters give
  1. The number of student semesters hours (undergraduate and graduate) generated by your department
  2. The number of graduates from your department
  3. The number of sections taught
  4. The FTE bought out through research funding
  5. Other released time and the reasons for the released time