HIRING at the UNIVERSITY OF MARYLAND: EQUITY GUIDELINES FOR SEARCH & SELECTION

September 2020

Table of Contents

CORE VALUES

Philosophy and Values in Search and Selection

The University of Maryland (UMD) has embraced diversity as a central driver in all its activities and has supported and promoted pioneering scholarship of diversity in academic programs. Our diversity is fundamental to our excellence and has enriched our intellectual community. The University strives to ensure that every student benefits from a diverse educational community and, upon graduation, is prepared to lead and contribute to our increasingly global society.

To further foster this commitment, the University is dedicated to recruiting, retaining, and promoting a diverse faculty and staff body. The entire UMD workforce shares responsibility for the full engagement of all employees.

These Equity Guidelines for Search & Selection (called ‘Guidelines’ hereafter) serve several important purposes:

- First, they are meant to ensure that each search conducted at UMD promotes diversity as a core value and strives to attract candidates who represent diverse backgrounds and identities.
- Second, these Guidelines provide a framework for search processes that are both equitable and transparent. Every applicant for employment should feel that their credentials have been fairly considered. Each UMD employee who serves on a Search Committee should feel that their contributions are valued.
- Third, these Guidelines aim to create a degree of consistency in the search and selection process across UMD’s Divisions, Schools and Colleges.

In other words, diversity, equity, transparency, and consistency are all important elements of UMD’s search processes. The overall goal is to conduct searches that yield qualified and diverse candidates, thus assisting the University in achieving inclusive excellence.

Ethics and Confidentiality

Ethical and confidential behavior is critical in all search and selection processes.

Search Committees are to conduct business in a fair and transparent manner that enables each voting Committee member to have an equal voice in the process. Search Committees and search processes are most effective when they are upheld in a culture of honesty, respect, and confidentiality.

Maintaining confidentiality of the Search Committee's deliberations is particularly important. Specifically, those involved at any point in the search process should not discuss the following:

- Candidate names or other identifying information.
- Comments about, or votes on, the candidates that occurred in Search Committee meetings.

It is important to maintain confidentiality even after the search process has ended and after the position has been filled, so that new employees are not privy to any information about themselves or other candidates. Confidentiality is crucial to the success of all searches. Maintaining discretion is an expectation of all individuals who participate in the search and screening process, at any and all intervals, and such individuals are challenged to display a heightened regard for professionalism. Ensuring the equity and accessibility of a candidate’s participation while monitoring the effectiveness and quality of our processes will safeguard the efficacy of onboarding.

A breach of confidentiality or professional ethics by anyone throughout the search process may lead to their expulsion from the process and result in a failed search. In addition, Hiring Officials, whether they are hiring with or without the support of a Search Committee, have a responsibility to honor applicants’ confidentiality. The Hiring Official and the Search Committee Chair are responsible for modeling and setting the tone for ethical and confidential behavior. The Equity Administrator is a resource and guide, should issues arise.

Key Definitions

The terms equity, diversity and affirmative action are used in relation to the search process. These terms are defined as follows:

Equity:

- Ensuring fair conditions in which people have equal and appropriate access to resources and opportunities, as well as creating an environment that allows each individual to perform at their best.
- Creating a level playing field so no candidate has an unfair advantage over another.
- Taking care to ensure that candidates are treated consistently with regard to clarity of instructions (as in what is expected of them during a visit); accommodations; on-site schedules; and the manner in which they are interviewed.

Diversity:

- The expansion and inclusion of a variety of ideas, perspectives, cultures, backgrounds, abilities and strengths that emphasizes a broad range of human experience.
- Demonstrated efforts at being sensitive to those whom are, and that which is, not like-minded; minimizing personal biases and their effects.

Affirmative Action:

- Explicit and intentional efforts to ensure diversity at three stages: in the membership of search committees; in the pool of candidates to be interviewed; and on the list of finalists who are recommended to the hiring official.
- “Efforts to attract diverse candidates” does not mean that less qualified applicants are selected because they belong to an underrepresented group. It does mean that all involved in the search and selection process are mindful of diversity throughout the process, including establishing minimum qualifications, choosing where to advertise, and using

language in the posting that makes clear the University's commitment to the value of diversity. The institution values all dimensions of diversity, not simply race and gender.

The University of Maryland's Diversity Statement

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

THE HIRING PROCESS

Developing a Position Description and Position Announcement/Posting

Since the position announcement, or job ad, is based largely on the position description, it is important to think about the two items together. For staff positions this work is primarily done by the hiring official and/or supervisor at the time the position is created or modified. For faculty positions, the search committee frequently has the opportunity to provide input in drafting the desired qualifications for the successful candidate.

When an employee leaves, there is a natural tendency to seek a replacement who mirrors the experience and qualifications of the outgoing employee. It is best practice, however, to evaluate both the requirements and the responsibilities of the position to be certain they are related to the current and future needs of the unit, including the need to enhance diversity among faculty or staff.

In crafting the minimum and preferred qualifications for a position, consideration should be given to strategies that will attract a diverse and broad range of candidates. For staff positions, it is best to work with University Human Resources (UHR) Classification and Compensation Analysts to write or revise the position description, as it is in part those qualifications that will determine the approved target market salary range for positions. Minimum qualifications for faculty positions are more often developed collaboratively by the unit head and faculty members of the search committee. In both cases, the Hiring Official is encouraged to define qualifications for the position as broadly as possible. Given the historical exclusion of underrepresented groups from many graduate programs or other sources of preparation, too rigid or narrowly defined requirements may exclude potentially successful candidates from serious consideration.

Utilize qualifiers or adjectives carefully; they may cause potential applicants to self-select themselves out of consideration.

Examples of flexible wording in the position announcement include:

- “Advanced degree required, preferably in counseling or a related discipline” rather than “advanced degree in counseling required.”
- “Candidates must have a Master’s degree and three years of work experience, or a Bachelor’s degree and five years of experience” rather than “a Master’s degree and three years of work experience required.”

The Job Announcement provides an opportunity to signal the University's commitment to inclusive excellence and to convey what aspects of diversity competence are important for the position. For almost any University position, it is likely important that "Candidates should have experience and expertise in working effectively with individuals from diverse backgrounds."

Once the position has been posted, the search committee must adhere to the selection criteria detailed in the announcement. For this reason, it is important that position announcements be drafted very thoughtfully and carefully and provided to Search Committee members. Candidates who lack the minimum qualifications for the position cannot be considered.

Record Keeping/Documentation Required during the Search Process

It is important that accurate and complete records be created and maintained at all stages of the search and selection process. The primary documents that support a search are the search plan, the search committee minutes or hiring official summary, and the narrative assessments of finalists. The search plan provides the information related to how the search will operate. The search committee minutes or hiring official summary (for searches that do not use a committee) document that the search plan was followed. It is especially important that search committee meeting minutes provide a clear and concise record of how the Search Committee conducted their business. Search records must include, at minimum, the time and date of meetings held, who attended, what decisions were made, and what criteria were considered when assessing candidates. Narrative assessments are developed at the end of the search to document the evaluation of the finalists based on the advertised criteria and hiring official charge. These assessments must be noted in a way that is quantitative, qualitative, and connected to the candidate’s capacity to do the job. As the system of record, eTerp must contain all required documents to support the search. All records should be retained in accordance with the University Records Schedule.

Roles and Responsibilities of Key Individuals

Certain stakeholders are integral, either in an approval or support role, to most hiring processes at the University. Understanding who each of these stakeholders is and what their responsibilities are is critical to having a successful and expedient hiring process. These stakeholders are referred to repeatedly throughout this document. For the purpose of clarity, they are defined here:

A. *The Major Unit Head (eTerp roles: Dean/VP Approver, Provost/President Approver)*
   All searches require approval from the top level of the organizational structure. The Major Unit Head is the Dean of a School or College, the Vice President of a Division, or the President of the University. When a Dean is the Hiring Official or immediate supervisor for a vacant position, the posting or position must be approved by the Senior Vice President and Provost. When a Vice President, including the Provost, is the Hiring Official or immediate supervisor for a vacant position, the President serves as the Provost/President Approver for that search. As the head of the institution, the President is the only person who can serve concurrently as both the Hiring Official and Provost/President Approver. In many cases, a designee acts in place of the Dean/VP Approver or Provost/President Approver.

B. *The Equity Administrator*
   While the major unit heads are ultimately responsible for campus-wide and unit equity and diversity efforts, Equity Administrators have an integral role in planning, implementing, and monitoring these efforts. At least one Equity Administrator is assigned by each Dean or Vice President to advise and support stakeholders in the hiring process and to monitor adherence to the search processes. The Equity Administrator is generally responsible for supporting and monitoring all searches under the jurisdiction of the President, Provost, Dean or Vice President. If multiple Equity Administrators are selected within a unit, their duties may be divided, for example, by assigning them to certain sub-units or by assigning them to either staff or faculty positions only. If a Dean or Vice President is the Hiring Official or immediate supervisor for a vacant position, then the Equity Administrator who is responsible for

searches under the Provost or President, respectively, will be responsible for that search. Equity Officers, who work under the leadership and guidance of the Equity Administrator, may be assigned to support the Equity Administrator as determined by the Dean or Vice President. In non-departmentalized schools and colleges, the Equity Administrator for the school or college serves as the Equity Administrator when a position would normally report to a Department Chair or Director in a departmentalized school or college.

Specific responsibilities of the Equity Administrator in the search process include approving the search and selection plan; providing an equity charge to the search committee; reviewing search documentation to verify compliance with University guidelines; acting as a resource to hiring officials, search chairs, and search committee members when questions arise during the search process; and approving finalist pools. Equity Administrators also have responsibility for reviewing requests for target of opportunity faculty hires and search waivers, which exist as an exception to the University preference for use of a competitive search process to fill positions.

C. *The Hiring Official*

The Hiring Official is the individual who is responsible for selecting the final candidate and making an offer to that candidate. The Hiring Official may represent a group of stakeholders. For example, when a Search Committee for a tenured or tenure-track faculty position sends a recommended group of candidates to the Department Chair who is serving as the Hiring Official, the Department Chair may be required to consult an Appointment, Promotion, and Tenure (APT) committee per the Department's policies.

If the immediate supervisor for the vacant position is not the Hiring Official, the immediate supervisor should also be considered a stakeholder whom the Hiring Official may include in his/her interview process with finalists. Hiring Officials and immediate supervisors may not serve on the search committee.

D. *The Search Committee*

The Search Committee is the group of people who identify the applicants who will be recommended to the Hiring Official. The committee is responsible for reviewing applications and determining which applicants best meet the advertised criteria. The Committee engages in a variety of activities to screen candidates in order to make a recommendation to the Hiring Official. For some searches it is helpful to appoint the committee before a position announcement has been finalized, so members will have the opportunity to review the job announcement and make recommendations to the Hiring Official for places to advertise and language that will attract a diverse pool of qualified applicants. Committees must have at least three members. A typical search committee will range in size from three to nine members. The size of the committee should be determined with the goal of inclusion of diverse perspectives and relevant expertise. Every search committee is required to have a quorum in order for official committee business to be conducted. For any committee with fewer than five members, three members must be present to constitute a quorum.

E. *The Search Committee Chair*

When a search committee is utilized, the Search Chair presides over all meetings of the Search Committee. The Chair is responsible for approving minutes, which are a record of attendance and any substantive decisions made by the committee, and drafting narrative assessments of the finalists. The Search Chair or designee is responsible for updating candidate status indicators in eTerp and managing the eTerp workflow for approval as needed.

F. *The Search Coordinator*

The Search Coordinator is typically a staff member who has been assigned responsibility for providing administrative support for the search. That individual will attend meetings, keep minutes, schedule interviews, correspond with candidates, and provide any additional assistance the search chair may need to complete the search. The Search Coordinator often manages the eTerp process on behalf of the Search Chair. The use of Search Coordinators may be recommended but not required for every search. Additionally, Search Coordinators may or may not be formally part of the committee membership and may or may not have voting privileges if they are a member of the committee. These decisions are determined by the Hiring Official and indicated in the search plan.

G. *The Immediate Supervisor*

The Immediate Supervisor for the vacant position is often, but not always, the Hiring Official. When the Immediate Supervisor is not the Hiring Official, the Hiring Official is usually the Immediate Supervisor's supervisor. Neither the immediate supervisor nor the Hiring Official may serve as a member of the search committee.

H. *The Office of University Equity*

The Equity Administrator and associated staff for the Office of the President is referred to as "University Equity." In concert with the Vice President for Diversity & Inclusion, University Equity provides university-wide leadership with respect to equity and diversity in search and selection processes as well as training, guidance and support to Equity Administrators throughout the University. University Equity should be consulted when questions arise about the advice or guidance made by the Equity Administrator.

I. *University Human Resources (UHR)*

University Human Resources has a number of roles in the search and selection process for staff positions. Analysts from the Compensation and Classification unit aid the Hiring Official by reviewing the current staffing model and the role of the position being filled. Analysts provide the Hiring Official with a target hiring salary range for the position. They also review all nonexempt applications to determine if a candidate does or does not meet the minimum qualifications for the position. In addition, UHR serves as an Equity Officer for the nonexempt searches, by reviewing the "Recommended List of Eligibles" to ensure that applicant pools are diverse.

The UHR Support Center (https://uhr.umd.edu/uhr-support-center/) provides direction in using the University's electronic applicant tracking tool (eTerp) and posting positions to be filled on the University's job board. The UHR Support Center can post positions on additional sites and/or provide the Hiring Official with recommendations for advertising. Finally, the team can assist departments with setting the appropriate status for applicants in the eTerp system.

J. *Office of Faculty Affairs*
Faculty positions (Professional and Tenure Track) are developed and approved within the colleges in consultation with the Office of the Provost. Information about faculty titles can be found on the Office of Faculty Affairs website (https://faculty.umd.edu/). Units should work with the appropriate staff in their Dean's Office to establish faculty positions.

Responsibility and Authority Structure

Each Major Unit Head (President, Provost, Vice President or Dean) is responsible for their Division, College, or School's adherence to the Search and Selection Guidelines. Major Unit Heads empower Equity Administrators to act on their behalf to assure equity and diversity in the search and selection process. If situations arise where the Hiring Official, Search Committee, or Search Chair believe that there are grounds for an exception to any of the approved Search and Selection Guidelines, the Equity Administrator must be consulted for approval. Depending on the situation, the Equity Administrator may choose to consult with the University Equity Administrator. If there is disagreement on how to proceed, the Major Unit Head or their designee has final decision-making authority. In such cases, the Major Unit Head is encouraged to seek the advice of University Equity before making a determination.

If the Equity Administrator has concerns about how the Search and Selection Guidelines are being implemented (for example, how equity issues are being handled or the diversity of the applicant, semi-finalist or finalist pools), their responsibility is to discuss these concerns with the Search Chair, Search Committee and/or Hiring Official. The Equity Administrator may also consult with the University Equity Administrator. Resolution of such problems may include the recommendation to the Hiring Official or the Major Unit Head of the suspension or closing of a search. The Major Unit Head or their designee has the final decision-making authority.

Delegation of Authority

Individuals may delegate their authority to other individuals as needed. However, with regards to a specific search, the Major Unit Head, Hiring Official, and Search Committee Chair authority cannot be delegated to the same person. For example, the Major Unit Head may delegate the authority to approve a Search and Selection Plan to another administrator, as long as that administrator is not the Hiring Official or Search Committee Chair. Likewise, the Equity Administrator may delegate the authority to conduct Equity "Charge" presentations to an Equity Officer or other administrator.

Decisions of a designee can be appealed to the responsible party. For example, if the Major Unit Head delegates the authority to resolve a dispute as described in the previous section, the Hiring Official, Equity Administrator, or other concerned party may appeal the designee's decision directly to the Major Unit Head.

Developing a Search and Selection Plan

All searches require the development of a search plan that addresses how and where a position will be advertised, who will participate in the review of applications and how that review will occur. Searches for Tenured and Tenure Track faculty and Exempt staff in pay bands 3 to 5 require the use of a search committee. Searches for Nonexempt Staff, Professional Track Faculty and Exempt Staff in pay bands 1 and 2 do not require the use of search committee, however, the Hiring Official can opt to use a search committee if they choose. After a position is posted, only certain changes can be made to the plan, and only with the approval of the Equity Administrator.

Recruiting a broad and diverse pool of candidates is one of the most important functions of the search process. To be effective, the Search and Selection Plan must be creative and thorough in seeking to identify candidates. The more rigorous the search efforts, the more successful the recruitment outcome will be. Search plans should consider and incorporate the following strategies:

- Utilize publications targeted at specific populations. Relying exclusively on “traditional” or “mainstream” publications to announce a position will typically result in a “traditional” and “mainstream” pool of applicants.
- Utilize professional networks, contacts, and electronic mail lists. Personal contact is much more effective in generating candidates than paper contacts. Call colleagues and other professionals to inform them of the vacancy and to request nominations, and then follow up with a letter and position announcement that they can share with others.
- Forward the announcement with a cover letter to professional associations serving specific populations, for example, Women in Engineering, or Association of Black Psychologists. Consider recruiting in person at specific national meetings. Remember, your presence has a much greater impact than your announcement on a job placement board or in a newsletter. Many national associations also have caucuses for specific populations. Contact them and ask them to share the information and provide nominations of possible candidates.
- Where applicable, send announcements with a cover letter seeking assistance to Minority Serving Institutions, such as Historically Black Colleges and Universities (HBCUs) or Tribal Colleges and Universities (TCUs). When appropriate, send them to specific departments, rather than to a President’s or Vice President’s office. Again, ask for nominations.
- Some professional organizations have disability caucuses to which an announcement can be sent. Depending upon the field, potential applicants may be reached through publications and email lists associated with the expanding interdisciplinary academic field of disability studies.
- For faculty positions, utilize annual directories of recent Ph.D. recipients, postdoctoral fellowship recipients, society dissertation award winners, or other possible sources that help identify potential candidates. Contact potential candidates and/or potential candidate mentors to inform them of the position and/or ask for nominations of other potential candidates follow up with an announcement and cover letter.
- Use the Search Committee and others in your department to help recruit a qualified, diverse pool of candidates. Share the job announcement widely both on and off campus.

Whenever you ask for nominations, be sure to follow up. The degree and timeliness of follow up is perceived as an indication of the degree of commitment to diversity. This perception is typically generalized to the entire campus, and can affect future searches, so careful attention to this stage of the recruiting process is required.

Search Committee Composition

The appointment of the search committee is often one of the earliest steps in the recruitment process. Because these committees play such a critical role in the outcome of searches, it is important that they be established with care. The Hiring Official, immediate supervisor of the vacant position, and Equity Administrator responsible for the search, may not serve on the Search Committee. The Search Committee must be made up of at least three people, including the Search Committee Chair. Typically, a committee will range in size from five to nine members.

When appropriate, and most frequently with tenure track faculty searches, the committee will be appointed before a position announcement has been finalized and members will have the opportunity to review it before it is submitted for approval by the Hiring Official in order to ensure a range of input and perspectives. The Hiring Official must not appoint a committee member who is interested in applying for the position. Further, the Hiring Official should take care to avoid appointing members with potential conflicts of interest. If conflicts emerge during the search process (i.e., a former postdoc or doctoral student of a faculty member applies for a faculty position), the conflict should be disclosed and reported to the Hiring Official and Equity Administrator for consideration. To the extent possible, search committee membership should avoid such conflicts of interest.

Hiring Officials are expected to convene diverse Search Committees particularly with respect to race/ethnicity and gender. In appointing members, Hiring Officials are encouraged to also consider other characteristics as well as diversity of experiences and views. The objective is to assemble a team of individuals reflecting a broad range of backgrounds, skills, experiences, and attributes relevant to the search and the nature of the position. Search committee members must also be chosen with the understanding that they will be a regular participant throughout the search process.

A diverse Search Committee is necessary to foster the inclusion of people with varied experiences and ideas and to strive to engage an array of applicants. Search Committees with a diverse composition have the benefit of a rich set of perspectives as well as access to more varied and diverse networks for outreach and recruitment of candidates. Moreover, diverse Search Committees send important and positive signals to interviewees about UMD’s commitment to diversity and inclusion, often enhancing the interest of candidates from diverse groups and candidates for whom diversity and inclusion are core values. While a diverse Search Committee is very important, it is equally important that the Search Chair and all Search Committee members collectively take responsibility for developing a proactive strategy to recruit a diverse candidate pool and for assuring an equitable and fair process for all candidates. The most effective search will include a committee that is creative and aggressive in seeking qualified candidates with diverse experiences and backgrounds. Committee members should utilize professional networks and contacts to seek out a diverse pool of candidates.

Where possible, committee members from underrepresented groups should be of the same general rank or status as other members of the Committee and have general familiarity with the position and with the unit doing the hiring. Though ideally such representation should come from within the unit this can create an undue burden of service for individuals from underrepresented groups. If no one is available or to avoid overburdening particular individuals, an effort should be made to identify persons from other units who have the relevant expertise and time to serve on the Committee.

Where possible and when appropriate, undergraduate and/or graduate students should be included as full voting members of the Search Committee. Students should not be expected to serve as the lone representatives of diversity on Search Committees. Such a practice places the students, whether graduate or undergraduate, at a distinct disadvantage.

In completing the Search and Selection Plan, Hiring Officials are expected to note the demographics of Search Committee members, noting, in particular, the race/ethnicity and gender of members. The only exception is if the committee member has asked not to be identified by race/ethnicity or gender. In addition, Hiring Officials may include a brief statement about the demographics of the unit and why the individuals selected for the Search Committee contribute to the diversity objective of the specific search. As part of their approval of the Search and Selection Plan, Equity Administrators approve the composition of the Search Committee.

Convening the Search Committee

The Search Committee may be convened prior to the development of the Search and Selection Plan in order to give input into the plan but this is not a requirement. At the first meeting and before reviewing applications, the Search Committee, with a minimum of a quorum present, meets with the Hiring Official and Equity Administrator. This is commonly referred to as the Charge Meeting. The Hiring Official provides a charge to the Committee to discuss the position, the minimum qualifications, expectations for the search, and additional information that is important for committee members to consider when assessing candidates. The Equity Administrator provides an overview of the process along with important considerations including equity, diversity, affirmative action, confidentiality, and recruitment strategies. If any Search Committee members are absent from the Charge Meeting, the Search Chair will refer those individuals to the Hiring Official and Equity Administrator to receive the charge information individually, as needed. At the discretion of the Equity Administrator, individuals who have received an Equity charge within the past twelve months do not need to be re-charged. Search committee members may not apply for the position once they have heard the Hiring Official and Equity Administrator charges.

Diversity of the Applicant Pool

It is the expectation that finalist lists will be comprised of candidates that are diverse with respect to race/ethnicity and gender. To achieve this, diversity is considered at all stages in the process which includes the initial applicant pool, the semi-finalist list, and the finalist list. As such, the

Search Committee or Hiring Official should periodically review the presence of racial/ethnic and gender diversity in the pool and pay attention to how diverse populations fare through the winnowing process. People engaged in assessing applicants should be mindful of the following in each stage of the process:

- Due Diligence: It is important that the reviewers engage in and document genuine and deliberate attempts to ensure the presence of diversity with a particular focus on racial/ethnic and gender diversity from the applicant pool to the final list of candidates.
- Equitable Treatment: Part of maintaining a fair and impartial process is the commitment to make sure that all candidates receive reasonably similar treatment in all stages of the process, including interactions outside of formal interviews. Carefully maintaining procedural equity helps to ensure that all candidates have the opportunity to be considered fairly and justly.
- Availability in the Workforce: Certain jobs and fields have disproportionately fewer people of particular races/ethnicities and/or genders who are available as potential job applicants. In these circumstances, the Hiring Official or Search Committee must demonstrate that they have genuinely attempted due diligence and equitable treatment, as described above, to maximize the potential of reaching diverse populations.

Reviewing Applications and Making a Recommendation

After receiving the charges described in the previous section, the Search Committee reviews applications and conducts interviews. Applicants who do not meet the minimum qualifications ***cannot be considered***. All interviewees should be asked the same set of core questions (see Additional Resources on page 30 for Developing Interview Questions). The Search Committee may conduct interviews by telephone, video conference or in-person. Multiple rounds of interviews may be conducted as needed, but the same type of interview should be offered to all candidates within each round. A quorum must be present at all Search Committee meetings, including applicant interviews.

Upon completing interviews, the Search Committee will identify candidates to recommend as finalists and, using the eTerp system, send the Search Committee Report to the Equity Administrator for review. The Search Committee Report must include the following elements:

- A list of unranked finalists recommended to the Hiring Official. Finalists will be indicated in eTerp with the status “Recommended as Finalist for Equity Review.”
- Minutes from each committee meeting. At a minimum, minutes must include a record of attendance of committee meetings and a report on any substantive decisions made at each meeting. Equity Administrators may require additional documentation.
- A list of strengths and weaknesses for all candidates included in the final round of committee interviews. This narrative assessment of the candidates must be based on the advertised criteria for the position, the hiring official charge, and any additional criteria identified by the search committee (in agreement with the Hiring Official). The narrative assessment should also be clearly linked to the candidate’s capacity to effectively meet the job specifications and requirements.

It is strongly recommended that the Search Committee review the diversity of the interview list with the Equity Administrator before conducting interviews. This provides the best opportunity to make any adjustments to the search process, if needed. This does not replace the need for the review of the Search Committee Report when the committee has concluded its work. Equity Administrators must review the documentation and the finalist pool before finalists are forwarded to the Hiring Official. For searches that do not use a committee the Equity Administrator is required to approve the finalist pool and review the Hiring Official Summary before any in-person interviews can be scheduled.

If the finalist list is not diverse with respect to race/ethnicity and gender, the Equity Administrator may require that the Search Committee Chair provide additional documentation regarding the efforts that were made to recruit diverse, qualified applicants and the process used to remove qualified candidates from consideration. The Equity Administrator may discuss with the Chair what options might remain to expand the pool to include diverse, qualified applicants. Equity Administrators may require committees to pursue options for expanding the pool if it is determined that the efforts to attract applications from a diverse group of qualified applicants were insufficient or if the process used for removing qualified applicants from consideration was inequitable. Decisions of the Equity Administrator may be appealed to the Major Unit Head.

Interactions between the Hiring Official and the Search Committee

The Hiring Official plays a central role in the search and selection process, specifically, in developing the job description; selecting the Search Committee members; developing the Search and Selection Plan, often in concert with the Search Committee; actively networking and recruiting prospective candidates; interviewing the recommended finalists; and making an offer.

This section addresses when and how the Hiring Official should interface with the Search Committee and with active candidates during the period when the Search Committee is screening, interviewing, and vetting candidates.

The aim of UMD's search and selection process is to attract and hire a diverse and qualified workforce. Both the Hiring Official and the Search Committee play important roles in this process. The Hiring Official typically has substantial and in-depth knowledge about the responsibilities of the position as well as the qualifications and qualities that are necessary in a candidate to serve effectively. The Search Committee brings a broader and more diverse set of perspectives and insights to the process, and contributes to the fairness and equity of the search process by applying uniform and consistent practices to all candidates throughout the process under the guidance of the Equity Administrator. For some positions, particularly at higher levels of the university, the Hiring Official can serve in a valuable "marketing" role, helping to sustain and deepen candidates' interests. Thus, in some cases, it may be useful for the Hiring Official to interact with candidates prior to the Search Committee's recommendation of a list of finalists.

A foremost consideration of a search is fairness and equity—that all candidates are given a fair chance to demonstrate their capacity and that all candidates are treated equally.

At times, it may be appropriate, in a carefully crafted manner, for the Hiring Official to be actively involved with the Search Committee and, in some exceptional instances, directly with candidates. Specifically, in consultation with the Equity Administrator in advance, Hiring Officials may:

- review candidates' applications;
- recommend applicants that the Search Committee consider;
- interact in a structured, consistent manner with candidates who have been deemed semi-finalists by the Search Committee, for the purpose of providing information about their vision of the unit/department and responding to the candidates' questions;
- meet with the Search Committee to address questions from the Search Committee or to get updates on the search process; and,
- request that the Search Committee reconsider specific candidate(s) for the semi-finalist and/or finalist lists.

Hiring Officials may NOT:

- serve as a member of the Search Committee;
- meet with candidates or semi-finalists for the purpose of screening and interviewing them in lieu of the Search Committee's screening/interviewing process;
- vote as a member of the Search Committee on whether candidates should be moved forward in the process;
- be privy to how individual Search Committee members vote on various candidates;
- unilaterally add candidates to the semi-finalist or finalist list;
- reach out inconsistently to some candidates, not all, at any stage in the process, or,
- decide how they will interface with the Search Committee and/or with candidates. If interactions are necessary, the Equity Administrator will be consulted as the first step.

Specific Procedures

If the Hiring Official or the Search Committee would like the Hiring Official to interface with the Search Committee and/or with active candidates during the period when the Search Committee is screening, interviewing, and vetting candidates, they should consult with the Equity Administrator as early in the process as possible. The following should be documented:

1) rationale for the access;
2) procedure(s) to be utilized; and,
3) a description of how equity and fairness will be upheld.

When the Hiring Official initiates this involvement, they should also consult and coordinate with the Search Committee.

Fairness and equity are central considerations in the proposed search plan. If the Hiring Official would like to review candidate applications and provide feedback to the Search Committee, this should be done systematically. For example, the Hiring Official might read all of the applications OR all of the applications that the Search Committee deems meet certain threshold criteria OR all of the semi-finalists' applications. Similarly, if the Hiring Official is proposing to meet with semi-finalists to share his or her vision of the position, then the Hiring Official should meet with all of the semi-finalists.

If there is disagreement between the Equity Administrator and the Hiring Official as to the appropriateness of the specific action or role proposed by the Hiring Official, the Major Unit Head has ultimate decision-making authority and is encouraged to consult University Equity for guidance.

Searches Conducted without a Search Committee

Nonexempt Staff Positions (Regular and Contingent Category 2)
The university's commitment to a diverse staff extends to its nonexempt staff. The Hiring Official is expected to strongly consider diversity and equity in the selection process.

The processes for hiring nonexempt employees are managed by University Human Resources. Applicants are evaluated by professional employment analysts using minimum qualification standards established by the USM Nonexempt Job Class Specifications. Equity Administrators may also review nonexempt hiring processes in their units at their discretion.

Professional Track Faculty Positions
The university's commitment to a diverse faculty extends to its Professional Track Faculty. This section excludes Athletic Coaches and Permanent Status/Permanent Status Track Library Faculty. Although the process of hiring professional track faculty is much shorter and less complicated than that for tenure track faculty, the Hiring Official is expected to strongly consider equity, diversity and confidentiality in the selection process. The Hiring Official should consult with the Equity Administrator to develop strategies to recruit diverse applicants in this category.

Departments are not required to submit annual plans before hiring in these categories unless specifically requested by the Equity Administrator. The Office of the Provost can provide an annual report with a demographic profile of professional track faculty. Major Unit Heads and Equity Administrators are expected to review demographic profiles and work with units and sub-units when shortcomings are discovered in the diversity of professional track faculty.

Professional track faculty may be governed by such policies as:

- *II-1.00(F) University of Maryland Policy on Full-Time and Part-Time Professional Track Instructional Faculty* found online at https://policies.umd.edu/assets/section-ii/II-100F.pdf
- *II-1.05 Policy on the Employment of Full-Time, Non-Tenure Track Instructional Faculty in the University System of Maryland* found online at https://www.usmd.edu/regents/bylaws/SectionII/II105.html
- *II-1.06 Policy on Employment of Part-Time, Non-Tenure-Track Instructional Faculty in the University System of Maryland* found online at https://www.usmd.edu/regents/bylaws/SectionII/II106.pdf
- *II-1.07 Policy on the Employment of Adjunct Faculty in the University System of Maryland* found online at: https://www.usmd.edu/regents/bylaws/SectionII/II107.pdf
- *II-1.07(A) University of Maryland Policy on the Employment of Adjunct* Faculty found online at https://policies.umd.edu/assets/section-ii/II-107A.pdf

Exempt Positions in Pay Bands 1 and 2 (Regular and Contingent 2)
To expedite the search process and streamline the amount of time it takes to fill positions, exempt positions in pay bands 1 and 2 can be filled without the use of a Search Committee. Special circumstances may, however, warrant the dedication of the time and resources that a standard search committee process requires. Exempt positions are assigned a pay band as part of the classification process used by University Human Resources that examines criteria such as institutional responsibility, span of control, organizational reporting levels, essential duties, minimum qualifications and other factors. The pay band associated with each exempt position is listed on the position description form. When modifying or creating a position it is not appropriate to request a particular pay band specifically to avoid the use of a search committee in the hiring process.

Generally, the following values apply to this process:

- Fairness and equitable treatment of applicants continue to be core values that guide the search and selection process.
- Hiring Officials who do not use a Search Committee should complete Search and Selection Training in order to assure their understanding of the process of hiring without a Search Committee, particularly the equity and diversity considerations. The search plan must be very specific regarding who will assist with the review of applications and how candidates will be assessed. Checking with the Equity Administrator prior to developing the search plan will be useful in establishing an appropriate plan for a search that does not use a committee.
- Even though there is no Search Committee, Hiring Officials should consider the inclusion of other colleagues, and where appropriate, students, in the search process, so that the Hiring Official gets the benefit of the feedback and opinions of knowledgeable others. This also allows prospective candidates to have the opportunity to learn about the unit/department from the vantage points of different people.
- Hiring Officials may invite up to two colleagues to assist them in the review and assessment of candidates. Consideration should be given to the importance of adding colleagues with diverse perspectives. Reviewers must be identified in the search plan either in the Search Chair, in the Notes field, or both. When searching without a committee, Hiring Officials may not appoint a panel or group of people who will effectively function as a search committee. The Hiring Official must be directly involved with the review of applications at all stages of the process.
- In place of a charge meeting, Hiring Officials should discuss their plans about the search process with the Equity Administrator. Hiring Officials are also expected to write a summary outlining who was involved in the search process, criteria used to assess candidates, and an explanation about what factors led to finalists being identified and advanced.

Contingent Category 1 Positions (Exempt and Nonexempt)
Contingent Category 1 positions are defined as those “whose written employment agreement is for a term of six months or fewer, irrespective of the percentage of time worked, and regardless of whether the appointment is seasonal or intermittent in nature” by the following policies:

- *VII-1.40 Policy on Contingent Status Employment for Nonexempt and Exempt Staff Employees* found online at https://www.usmd.edu/regents/bylaws/SectionVII/VII140.pdf
- *VII-1.40(A) Policies and Procedures on Contingent Employment for Staff Nonexempt and Exempt Employees* found online at https://policies.umd.edu/assets/section-vii/VII-140A.pdf

The University's commitment to a diverse staff extends to its Contingent Category 1 positions. The Hiring Official is expected to strongly consider diversity and equity in the selection process.

Contingent 1 positions are not required to be hired through a competitive search, although a competitive process can be used if desired. Departments should maintain summary data of employees hired in this category, including information as to how Contingent Category 1 employees are selected.

Screening and Evaluating Applicants

The Equity Administrator should be considered a valuable resource at all stages of the search process as he or she can provide advice and guidance that will help maintain equity and ensure that the search process moves forward with integrity and efficiency. Before evaluating applicants, reviewers should discuss and come to consensus about the standards for evaluating the applicants. These standards must be followed consistently for all candidates and throughout the search process. The position description provides the criteria that has been advertised regarding minimum and preferred qualifications for the position. Once the position has been posted, the advertised criteria must be followed when determining which applicants will be removed from consideration and which will be moved to the next stage in the search. Criteria must be used consistently for all applicants. Search chairs for searches that use a committee or hiring officials for those that do not must keep clear documentation regarding the review of applications and the criteria used for making decisions. This documentation will be reviewed and must always be approved by the Equity Administrator before candidates can be approved as finalists. The purpose of this review is to ensure that the documentation effectively demonstrates that the search plan was followed and that the search adhered to equity guidelines.

In their evaluations, application reviewers should be sensitive to the following:

- People engaged in the review of applications should be aware of their implicit biases and the effect they have on their assessment of candidates. None of us are free from bias. Maintaining an awareness of our own biases is important to help reduce their impact.
- Biases against individuals from lesser known universities or Minority Serving Institutions, for example, Historically Black Colleges and Universities (HBCUs). Particularly in faculty searches, an insistence of considering only candidates with degrees or prior work experience at large, mainstream or elite universities is incompatible with diversity objectives.
- Biases against candidates who are not active participants in mainstream organizations or networks (i.e., persons of which “no one has heard”).
- Applicants should not be evaluated by any one factor alone, but rather a combination of factors as appropriate to the field(s) and expectations for the position. For faculty searches, these factors can include, but are not limited to, the quality of their research;

methodological soundness and innovation; analytic rigor; interdisciplinarity, disciplinary and intellectual diversity; the depth and scope of their research agenda; potential contributions to student learning and mentoring; the uniqueness of their research agenda and scholarly/creative activities; productivity; community engagement; the potential for future scholarship; the potential for funded research; and/or the impact or potential impact of their scholarship. Different fields will vary in their expectations and standards for faculty and reviewers should consider those discipline-specific norms throughout the selection process. For staff searches, these factors might include years of relevant experience; transferable skills; leadership experience; professional association involvement; post-baccalaureate degrees; and, institutional, local or national awards; among others.

- For faculty searches, automatically devaluing candidates who have lukewarm letters of recommendation from professional or graduate school references. Women and persons of color have historically had greater difficulty in attracting mentors in both the graduate school and professional settings. The lack of a mentor or close working relationship with faculty is not always a reflection of the student's level of competence or performance. Consequently, uninspired letters of recommendation may be more a function of a lack of knowledge about the candidate than a reflection of the candidate's true ability. The committee may wish to contact the reference by telephone to get a more accurate reading of the relationship between them and the candidate.
- Devaluing candidates whose prior professional experience focused on working with specific racial/ethnic or gender populations. Frequently there is an incorrect assumption that such positions call for a narrow or restrictive set of skills that are not transferable to other positions. Such assumptions presuppose that only marginally qualified persons or persons with limited professional interests accept such positions.

In order to safeguard against such biases, committees may wish to employ one or more of the following strategies:

- Establish clear evaluation criteria ahead of the evaluation process along with a shared understanding of how the different criteria will be prioritized in the search (see Additional Resources on pages 35-36 for examples and a sample evaluation sheet).
- Conduct screening interviews (commonly done by telephone or video conferencing) with candidates as a means of gathering more information when determining who should be invited for campus interviews.
- Ask other members of the hiring unit to conduct "blind reviews" of the applicants, with names, gender, and race/ethnicity concealed where possible.
- Where some questions persist about candidates' credentials, ask for additional references, copies of research articles, or other samples of work, etc., to assist in the evaluation.
- Resist eliminating exclusively on the basis of a paper review, i.e., without at least one "personal" contact, whether it be a telephone call to a reference, a nominator, or to the candidate. This may not be possible in searches with many applicants.

Assessing a potential hire's contributions might include consideration of one or more of the following:

- Ability to offer strengths that may not be evident or lacking in the workgroup and make the candidate uniquely qualified to serve in the position.
- Ability to enhance services to meet the needs of previously un-served or under-served populations.
- Ability to diversify curriculum and pedagogy to meet multiple or diverse interests.
- Ability to be a role model or mentor for students (majority as well as minority students).
- Ability to extend boundaries of current research by directing or supervising in non-traditional areas.
- Ability to attract targeted external funds in support of research, curriculum development, or new programming/services.

Planning Applicant Interviews

The goals of the interviewing process should include not only developing a more detailed evaluation of the candidate’s capacity, but also conveying the University's strengths and opportunities to the candidates. To make the most of the time-intensive interviewing process, advance preparation on the part of the interviewers should be utilized as much as possible. The following steps are useful in preparing for interviews and conveying a sincere interest to the candidates.

- Be as thorough in attention to detail as possible when making arrangements for campus visits; haphazard planning communicates a lack of real interest. If possible, send overview materials about the position, department, university and schedule in advance.
- Confirm arrangements for campus visits as far in advance as possible, and in writing. The arrangements should include where the candidate will be picked up and by whom, where he/she will be housed during the visit, and when he/she can expect the visit to formally conclude. An itinerary for the day should be included or made available as soon as the candidate arrives.
- Be thoughtful and consistent in determining with whom candidates meet; do not unnecessarily extend the interview by including numerous “courtesy calls.” Include persons with whom the position may interact, and explain the relevance of each person on the interview schedule. Also, ask candidates if there are individuals they would like to meet or if there are particular questions regarding university resources, employee benefits, spouse/partner hires, scholars involved in related academic endeavors, etc. that may best be answered by individuals outside of the interview process.
- When scheduling interviews including telephone screen and face-to-face, Search Committees should ask all interviewees if there are any accommodations needed for the interview. The scheduler should be prepared to describe the interview location and be able to provide directions that do not include stairs or steps. The committee should also ensure that staff and faculty outside the committee are briefed about appropriate questions and etiquette.
- Avoid last minute changes to the agreed-upon itinerary. Confirm appointments with persons on the interview schedule the day before each interview to avoid “no shows” and, if necessary, to identify possible replacements.
- For full day interviews, avoid large unscheduled gaps of time, but do schedule breaks during the day for the candidate to breathe and reflect on the day.

- At least a quorum of the Search Committee, as defined in the Search and Selection Plan, must be present for the interview. The Equity Administrators for each division can also work with search chairs to set general expectations for attendance.

In order to facilitate full participation by relevant campus personnel, it is useful to distribute a schedule, listing all interviews, dates, and times, to affected individuals including the Hiring Official, Equity Administrator, Search Committee, department staff, and others on the interview schedule. This will help stakeholders understand the full context of the interview process for the particular position.

It is recommended that the Search Committee meet candidates at least once in-person or via video conference before making recommendations to the Hiring Official. Telephone interviews should be generally reserved as screening tools when deciding who to interview by video conference or face-to-face. With the Hiring Official's permission, the Search Committee may meet the candidates in-person on the same day as the Hiring Official. In these cases, if they have not already made a recommendation, the Search Committee must deliberate and submit their Search Committee Report before the Hiring Official moves forward with selecting a final candidate.

Interview opportunities are extended based on which applicants are most highly qualified. Applicants should not be excluded because of scheduling difficulties or budgeting issues. Likewise, additional applicants should not be invited for interviews solely because there is a vacant interview opportunity.

Interviewing Applicants

Nowhere in the selection process is the potential for an unsuspecting violation of anti-discrimination greater than during the interview, as it may contain impromptu discussions on topics unrelated to an applicant's qualifications. In general, ask only those questions that will inform you about the applicant's qualifications and are essential to making the hiring decision. These questions will invariably flow from the essential job functions. Proper areas of inquiry include prior experience, education, career goals, and salary history.

The same core list of questions should be asked of all applicants regardless of their age, gender, disability, etc. Interviewers must be particularly cautious of questions that may be asked of only one group of applicants. If questions are directed only to members of one gender, for instance, such inquiries will probably be considered illegal. Unlike the core list, questions specific to a candidate's experience and follow-up questions will be unique, and interviewers are encouraged to ask them.

During the course of an interview, seemingly innocent questions can become the basis for charges that a failure to hire was unlawful. Consequently, it is critical that an interviewer know what not to ask. Of course, questions related to job skills and abilities are always acceptable. Nevertheless, how they are asked is also of importance. For example, asking "How do you feel your previous employment experiences will contribute to your work with us?" rather than "Why did you decide to change jobs at your age?" will elicit similar information, but without raising the suspicion that age may be a factor in the decision-making process.

Attempts at humor during an interview are risky and should be avoided. Often used as an informal tool to 'break the ice,' jokes, anecdotes, and witticisms are the most readily misunderstood means of communication. Attempts at humor on sensitive subjects such as sex/gender, age, national origin, etc. are never appropriate.

Use of Social Media and Internet Resources in the Search Process

It is important that the information used to make decisions about applicants is accurate and the source is reliable. The internet and social media offer many opportunities to gain more information about applicants, but such sources must be used consistently and with equity in mind. The use of internet or social media resources must not be the only means for vetting candidates. If used at all, internet and social media resources should be used as late in the process as possible. Such resources must be used consistently and fairly applied to all candidates at the same stage in the process. Before seeking information from the internet, applicants must be informed that the internet and/or social media may be used. Information relating to protected class cannot be used under the University's non-discrimination policies. If concerning information is found, it should be verified by a primary source. Applicants should be informed and given the opportunity to respond. Information and responses should be considered as they relate to the applicant's ability to do the job. In general, avoid searching for information that is not directly related to the applicant's ability to meet the criteria for the position. Some useful points for consideration before seeking publicly available social media content include:

- Decide in advance the scope and purpose of using social media content. Use the job description to determine what information is relevant to consider.
- Be mindful of the protected characteristics that cannot be considered in evaluation of candidates and take steps to safeguard against their use in the evaluation process. If you are not sure about how to do this, refrain from using social media and/or contact your Equity Administrator for assistance.
- Document the reason for a social media search based on the nature of the position and the steps taken in your review.

Communication with Applicants during the Search Process

As searches progress it is important to communicate with the pool of applicants. The eTerp system will send an automatic notification to applicants who are moved to the status "Does not meet minimum qualifications," but no other applicant will be automatically notified regarding their status. Applicants who are not selected should be informed of their rejection in a timely manner. It is important to determine who will be communicating with applicants and when such communications will take place. When you reach the stage of the search at which you will be contacting references you must notify the candidates that you will be contacting references. You may speak with individuals other than those listed by the applicant but you must ask permission first. If permission is denied or restricted you must honor that request. You may ask a candidate why he or she is applying the restrictions and you may take their response to that into consideration when deliberating about the candidates. Keep in mind that a candidate may have legitimate reasons for applying such restrictions.

The Hiring Official's Role

When using a search committee, the Hiring Official receives the Search Committee Report, accessed through eTerp, after the finalists have been reviewed by the Equity Administrator. The Hiring Official reviews the group of finalists to determine which, if not all, to interview, and selects the candidate to whom the position will be offered. If a Hiring Official is considering not interviewing all recommended finalists, they should talk with the Equity Administrator before scheduling interviews to ensure equity is a primary consideration. The Hiring Official generally interviews each finalist in conjunction with stakeholders, such as the immediate supervisor, APT committee, and others as needed. The Hiring Official may make an offer to any finalist, with approval from the Major Unit Head or his/her designee. The Equity Administrator may request to see the offer details such as start date, salary, etc., before an offer is made. For staff positions, the salary offered is expected to be within the target market salary range identified by UHR's Compensation and Classification department at the beginning of the search process.

If none of the finalists are acceptable or if none of the finalists who are made an offer accept the offer, then the Hiring Official may request that the Search Committee review the applicant pool for additional finalists. The Search Committee may forward an additional Search Committee Report to the Equity Administrator, if there are one or more viable candidates in the applicant pool.

When searching without the use of a search committee, the Hiring Official will submit the list of finalists to the Equity Administrator for review and approval before holding any in-person interviews. In addition, the Hiring Official will draft a Hiring Official summary to document the process used to assess candidates. This document will be reviewed by the Equity Administrator prior to approving the list of finalists. Once the pool is approved, the Hiring Official will complete the interviews, check references, and make a hiring decision.

SPECIAL CONSIDERATIONS AND SITUATIONS

Search Waivers

Search waivers exist as an exception to the University preference for use of a competitive process to fill positions. Search waivers should be infrequent and are approved on a case-by-case basis according to specific facts and circumstances. Search Waivers, particularly of the Exceptional Appointment variety described below, may also be known as “targets of opportunity.”

While a request for a Search Waiver may be submitted, it should not be assumed that it will be approved. Search Waivers cannot be used to make appointments in conflict with policies on employment of members of the same family (*Policy on Employment of Members of the Same Family [Nepotism]* VII-2.10). Search waivers cannot be approved for staff positions at or above the level of Director without additional approval from the level above the Hiring Official. The training and experience a candidate gains in a Contingent Category 1 position may be included in the waiver request, but it is not, in and of itself, justification for a Search Waiver. Generally, candidates for whom a Search Waiver is requested should have been initially recruited through a competitive search. Special attention should be paid to how the diversity of the unit will be affected by the Search Waiver.

Search Waiver requests are to be made by the Hiring Official and, at minimum, considered by the following stakeholders:

- The Major Unit Head or their designee
- The Equity Administrator

Search Waiver requests require the following information:

- the position description;
- the candidate’s resume and/or CV; and
- a letter of justification including:
    - a rationale based on one or more of the categories described below,
    - any other relevant information (e.g., evidence of APT review for tenured faculty positions, description of research, sources of funding, extenuating or exigent circumstances in the workplace, etc.), and
    - proposed salary and start date.

The letter of justification needs to include a rationale for each appointment based on one or more of the following:

1. *Exceptional*
   This rationale is applicable when a regular search is highly unlikely to yield another candidate of similar merit. Candidates should be of truly exceptional caliber; someone with a significant national or international reputation or; someone who would be an

excellent candidate for an endowed Chair, and be qualified for a position such as Distinguished Scholar Teacher, Distinguished University Professor or a similar title.

2. *Self-support*
   This rationale is applicable when a candidate will be entirely self-supported by their own research grants. These appointments are non-tenured and contingent on continued funding.

3. *Diversity*
   This rationale is applicable when a candidate brings demographic diversity to a department or unit when the department or discipline is limited in its diversity and a typical search would be unlikely to yield applicants from underrepresented groups.

4. *Critical Business Need*
   In certain exceptional circumstances, an appointment may need to be made to assure the continuity of basic operations of a unit. For example, if over half the staff leaves at the same time, someone may need to be brought in from the outside to manage the operations of the unit. A Contingent Category 1 appointment is to be considered first, but qualified candidates may not be willing to accept a temporary appointment of that nature. Another example is if a person who is currently on staff has specialized training or expertise on a platform or business process that is unique and a typical search would be unlikely to yield additional skilled applicants.

5. *Spousal Hire*
   This rationale is applicable when a regular faculty or staff hire is made and either the same or a different Hiring Official and appropriate stakeholders agree to hire the spouse in order to enhance the initial partner's likelihood of coming onboard. Thus, the waiver applies to spouse. The spouse must be deemed qualified by the appropriate Hiring Official and stakeholders.

6. *Target of Opportunity (faculty only)*
   In cases where a unit has identified a potential faculty hire it has reason to believe is highly competitive and warrants an expedited review (sometimes referred to as a "target of opportunity" appointment), a search waiver can be requested and the review process can be streamlined. It is anticipated that there would be relatively few appointments of this nature. To qualify for this streamlined process, candidates would be nominated by both the Chair and the Dean and approved by the Office of the Provost. Such candidates normally would hold tenure and the comparable rank at another institution. The streamlined process could also be used for scholars considered for administrative positions. Additional information is available on the Office of Faculty Affairs website (https://faculty.umd.edu).

Internal Searches
Some units may have a career-track for staff where there is a well-articulated career path between positions. When this is the case, and a position is available, a search restricted to current

employees of the unit, called an internal search, can be considered if there is more than one qualified candidate. If there is only one qualified candidate, a Search Waiver can be requested.

When a unit is reorganized, a new position may be created that is closely aligned with an existing position and can be considered a promotional opportunity. If there is more than one qualified internal employee, an internal search should be considered. If there is only one qualified internal employee, a Search Waiver can be requested.

In the case where the duties of a position have changed significantly, but the employee is not moving between positions, the employee may be eligible for a reclassification or in-band adjustment, and this situation would be the more appropriate strategy rather than a search waiver. An employee cannot be required to compete for their own job.

Internal searches are frequently used for searches for chairs or directors of academic units when an external search has not been approved and therefore the pool of qualified candidates is limited to the tenured faculty of the unit. Search and selection of chairs and directors shall conform to standing policy governing the appointment of academic unit heads.

Hiring a Candidate from a Previous Posting

Some units have a group of functionally identical staff positions that may be posted with the intention of hiring multiple candidates from a single search. This can be done by working with UHR to configure the posting in advance of it being posted. In other cases, an unexpected vacancy in an existing position or the need to create a new position may provide the opportunity to consider an applicant from the pool of finalists for a previously posted position. In cases where it is desirable to consider an applicant from a recently completed search, it is possible to make an offer to a finalist from a previous pool if UHR first determines that the vacant position is functionally identical to the previously posted position and the request is made within six months of the original posting date. Beyond six months the previous pool can no longer be considered valid.

Acting Appointments

“Acting” appointments have the potential to provide invaluable training and exposure for those persons appointed to them, enhancing their credentials as candidates for future regular appointments. As such, they provide unique opportunities for preparing individuals for roles of greater scope and responsibility. Given this potential, the campus is fully committed to identifying and appointing women and minorities in temporary or acting capacities, as well as in regular appointments.

Requests to make acting appointments require the following information:

- the position description;
- the candidate’s resume and/or CV; and
- a letter of justification including:
    - a statement that attests to the candidate’s ability to meet minimum qualifications for the position,
    - an articulation of the need for an acting appointment in lieu of a competitive search,

- a statement of how diversity is being considered, and
- what other candidates were considered for the position

The request should be made by the Hiring Official and, at minimum, reviewed by Major Unit Head or their designee and the Equity Administrator. The term of the appointment must be defined, and may not exceed six months.

Use of Search Firms

Departments must obtain the approval of the President, Provost, Vice President or Dean and University Human Resources in order to use a search firm. Search firms must agree by contract to adhere to the University Search and Selection Guidelines. A web link to these Guidelines will be provided to the contracted firm. The search firm must also comply with the University's standards of equity, diversity, and confidentiality.

A representative of the search firm must be present for the Hiring Official and Equity Administrator charges, in-person, by telephone, or video conference connection, and must comply with the expectations set forth in those charges. If any concerns arise, the Equity Administrator is to review the University Search and Selection Guidelines with the search firm. Candidates should be expected to apply through eTerp as well as the search firm’s portal. Terms and conditions of the search firm contract may be viewed by the Equity Administrator in conjunction with staff in the Office of Procurement and Strategic Sourcing.

The search firm may be hired to do any or all of the following: applicant recruitment; applicant screening; and/or interviewing applicants in advance of submitting candidate names to the Search Committee for review. The Search Committee must be provided access to all applicant materials. The Search Committee may review all applicant materials, decide which applicants to interview, and conduct formal interviews in conjunction with the search firm. Search firms must have the approval of the Search Committee Chair before releasing any applicants from the search process.

Search firms will be required to provide the Search Committee with copies of all reports prepared by the search firm in connection with the search, and the Search Committee will be entitled to retain such reports as part of the record of the search.

Making Changes during an Active Search

Changes may need to be made to the way that a search is carried out for several reasons. For example, if a Search Committee member resigns, and needs to be replaced or if the posting date needs to be extended. Changes that alter what is in the approved Search and Selection Plan or job advertisement are governed by these instructions. Minor changes that do not affect the approved Search and Selection Plan, such as rescheduling Search Committee meetings, are exempt from these instructions.

Changes may be proposed by the Hiring Official, Search Committee Chair, or Equity Administrator. The Hiring Official and Equity Administrator will agree on a recommendation before changes are made. If the Hiring Official and Equity Administrator cannot agree on a recommendation, the Major Unit Head makes the decision. The substance of the change and the rationale for the change should be added to the file on record.

Closing or Failing a Search

The Search and Selection process may be terminated at any point in the search. For example, the Hiring Official may close a search if an acceptable candidate is not identified or if the position has changed due to budgetary or strategic reasons. Equity Administrators may recommend that the Hiring Official close a search in cases where University processes are not followed or when a serious breach of confidentiality or significant impropriety has occurred. The Hiring Official and Equity Administrator are to agree on a recommendation before changes are made. If the Hiring Official and Equity Administrator cannot agree on a recommendation, the Major Unit Head makes the decision. All available documentation must be added to the file on record. Applicants are to be informed that the search has been closed.

ADDITIONAL RESOURCES

Developing Interview Questions

The following are some tips on preparing for and structuring employment interviews with suggestions for avoiding inquiries that are illegal, that elicit information unrelated to the hiring decision, and/or that expose the University to liability. When in doubt, feel free to share the proposed list of questions with the Equity Administrator.

- Use behavioral interview questions to the extent possible to encourage candidates to provide in-depth information about their experience and how it will apply to the available position.
- Do not ask questions about an applicant's age, unless it is to determine if he or she has reached the age of majority. Once an individual has reached the age of 18, a work permit is not required under child labor laws.
- Do not ask questions which require candidates to indicate ancestry or national origin. "Where were you born?" is an obvious question. A subtler, yet still improper query is "O'Brien! That's Irish, right?" Another improper question is to ask about the applicant's place of birth or the birth place of the applicant's parents, grandparents or spouse.
- You may inquire about the applicant's citizenship, regular residency, or visa status and require proof thereof. Avoid questions about a foreign address which might indicate national origin. You may inquire about the locations and length of time at the applicant's current residence.
- Eliminate questions about an applicant's native tongue. However, if it is relevant to the posted qualifications, you are permitted to ask about any languages in which the applicant writes and/or speaks and to what level of competency.
- Questions concerning physical characteristics are prohibited. Inquiries as to height or weight, or comments about an applicant's level of attractiveness are prohibited.
- Questions concerning marital status, i.e., a woman's maiden name, a spouse's name, spouse's employment status, whether the candidate is single, married, divorced, separated, engaged, or widowed are prohibited.
- Questions related to pregnancy, ability to reproduce, family planning, or child care issues are prohibited. Questions such as "how many children do you have?" are prohibited. You may inquire if the applicant has any commitments that would preclude him or her from any job requirements. If such a question is posed, it must be asked of all applicants.
- Questions designed to uncover an applicant's physical or mental condition are prohibited. Ask instead if he or she can perform the essential job functions as described in the position description.
- Questions related to the applicant's religion are not permitted. Do not ask "where do you attend church?" Nor may you ask about an applicant's willingness to work on any particular religious holiday.
- You may inquire about the applicant's willingness to work the designated work schedule for the position. For example, you may ask if there are any impediments to working on weekends, if weekend work is required.
- Questions about financial status are not allowed. Clear examples of questions prohibited are: "Has your salary ever been garnished? Do you own a home? Where do you live?" In

addition, you may not ask about one's credit rating or request financial data, unless the University has determined that it is a job-related requirement. However, you may inquire whether the applicant anticipates any problems getting to and from work.

- Questions about the applicant's type of military discharge are not permitted. You may inquire about participation in any of the United States armed forces or in a state militia unit.
- Questions about what organizations or associations the applicant belongs to are generally not allowed. However, you may inquire about membership in job-related professional organizations (e.g., does an applicant for a position in the English Department belong to the Modern Language Association?).
- Questions that are intended to reveal the race/ethnicity, color, creed, age, religion, sex, sexual orientation, gender identity, marital status, national origin, disability, or political affiliation are prohibited.

Writing Meeting Minutes and Other Documentation

Minutes serve as an accurate record of the Search Committee's meetings and decisions. Without recording exactly what was said, minutes can also summarize important points of discussion. Minutes are useful during a committee process as they can refresh the memories of those committee members who were in attendance. They can also update those committee members who were not in attendance at any given meeting. After the committee process concludes, minutes also serve as an important record in the case where committee decisions need to be revisited or explained.

Normally, one person is assigned the task of writing the minutes for the meeting. It may be the same person each meeting or the task may be rotated. It is not necessarily the Search Committee Chair or Search Committee Coordinator. However, the Search Committee Chair should review the minutes for completeness. Ideally, meeting minutes are prepared between meetings, so they can be distributed to committee members for review. Committee members can suggest changes to the meeting minutes before the minutes are approved at the subsequent meeting.

Minutes should include:

- the name of who is taking the minutes and who approved the minutes;
- the time, date and place of the meeting;
- attendance (who was and was not at the meeting and if quorum was met);
- the approval of the minutes from the previous meeting;
- agenda items;
- the outcome of each agenda item and any decisions reached;
- the details of the next meeting if one has been scheduled;
- strengths and weaknesses of the semi-finalists; and
- statement(s) indicating why the grouping of finalists were advanced.

Tips:

- Distribute an agenda before the meeting. The agenda can be used as a framework for the minutes.

- Keep the minutes short, organized and to the point. Focus on decisions and outcomes, do not try to capture everything that was said or quote individual committee members.
- When a committee member is assigned a task, record an “action point.” At the next meeting, action points can be reviewed and “checked off” if they were completed.
- Include a “new business” item at the end of the agenda to capture anything that comes up during the meeting but was not on the agenda.

Searching without a Search Committee

Although searches for pay band 1 and 2 positions do not require the use of a search committee, hiring officials are required to follow the same guidelines that apply to searches that use a search committee. Search plans for searches that will not use a committee should have the Hiring Official listed in both the Hiring Authority and Search Chair fields. Hiring Officials may also identify a Search Chair Designee.

When not using a committee, the Hiring Official must be directly involved with the assessment of applications at all stages of the search process. Hiring Officials are encouraged to involve other individuals in the search process, but the search plan must include accurate information regarding who will be helping and that will require approval of the Equity Administrator. DO NOT select a group of people that will essentially become an unofficial search committee. One or two key individuals at the most is appropriate. If those individuals need access to the applications, they must be listed in the Search Chair field in eTerp. Use the notes field in the search plan to document the specific roles of the individuals.

The following are requirements for conducting the search. Failure to follow established guidelines may result in the failure of the search.

1. Remember that the University of Maryland has a strong commitment to Equal Employment Opportunity, and all searches, including those that do not use search committees, must adhere to the principles of equity and fairness.

2. The institution values all dimensions of diversity, not simply race and gender.

3. Please remain aware that no one is free of bias and we must maintain an intentional awareness of how our biases may cause us to screen out qualified candidates who are not like ourselves.

4. Confidentiality and discretion are critical elements of the search process. Do not talk about the pool of candidates to anyone who has not been identified in the search plan as having a role in the search process.

5. You must use the information from the posting to determine whether a candidate meets minimum qualifications or not. The criteria you use to remove a candidate from consideration must be job-related and in alignment with what is publicly advertised as qualifications for the position.

6. You must update the status in eTerp appropriately for each candidate as you move through the search process. Please be aware that changing a candidate's status to "Does Not Meet Minimum Requirements" will automatically generate a system email informing the applicant that he or she is no longer under consideration. Be certain that the person does not meet minimums before selecting that status.

7. You may hold telephone interviews, video conferences or ask the candidates to respond to email questionnaires if you need to narrow down the pool of qualified applicants to those that you will invite for an in-person interview.

8. Please make certain that the search plan accurately describes all activities you plan to engage in to assess candidates. Remember, testing is prohibited, in large part due to the challenges involved with certifying test results and determining appropriate accommodations. Behavioral interview questions and thorough reference checks are reliable methods for assessing qualifications. Equity Administrators can help you identify appropriate questions for candidates and references. If you feel a test-like activity is required, contact your Equity Administrator to discuss your plans BEFORE you begin interviews. UHR can assist with determining what activities can be approved.

9. Once Hiring Officials have determined which candidates they would like to invite to campus for in-person interviews they need to draft a summary of how candidates were selected and how others were eliminated and attach it to the eTerp posting. Make certain the summary lists the names of the individuals who participated in the review of applications.

10. In the summary document take care to provide documentation for why individuals who met minimums but are not being considered further have been removed from consideration. Such documentation does not need to be provided on an individual candidate basis but rather an explanation that is based on the advertised criteria for why that group of candidates is being removed from consideration.

11. After attaching the summary document, change the status of the candidates you wish to invite to campus to "Recommended as Finalist for Equity Approval" and move the posting in the workflow to your Equity Administrator**. Hiring Officials may not schedule any in-person interviews until the pool has been approved by the equity administrator.**

12. Please keep in mind that if the pool of finalists is lacking in diversity, you will be asked to respond to questions regarding diversity. Diversity does not just mean that there are underrepresented minorities in the group but that the group is diverse in all ways. If you do not have gender diversity as well as racial and ethnic diversity you will need to address questions regarding the elimination from consideration of individuals from those groups that were in the original pool of applicants. If the original pool was lacking in diversity, questions will be raised about the efforts you made to attract a diverse pool of applicants. If you find you have a pool of finalists that is not diverse, you are encouraged

to address that in your documentation before moving the posting forward in the workflow to avoid having the posting sent back with those questions.

13. Once the documentation and the pool of finalists has been approved, Hiring Officials may schedule in-person interviews. Documentation for the search should identify everyone who participates in the interview process.

14. Guidelines regarding questions for the interview are the same for all searches, whether a committee is used or not: Every candidate should have as similar an itinerary as possible; use a standard list of core questions; make certain they are questions about professional credentials and experiences; and do not ask questions about ethnicity, family status or religion. If you have questions about the list of questions you are developing or any other aspect of the interview experience, contact your Equity Administrator BEFORE interviewing candidates.

15. It is very important to check references. You may speak with individuals other than those listed by the candidate but you must ask for the candidate's permission first. If permission is denied you may ask why and you may take the response to that question into consideration when comparing the candidates, but you must respect their choice. Always be professional and remember that candidates may have valid reasons for excluding a particular individual from their reference list.

16. You may use internet resources and social media to learn more about the candidates but you should wait until as late as possible in the search process before doing so. You must inform candidates that you will be using such resources and if you find anything that raises concerns about a particular candidate you are required to give the candidate the opportunity to respond to those concerns. Please carefully consider the value of such information and whether or not you can certify that it is accurate before seeking it out. Remember that you may only consider information that is related to the advertised criteria for the position.

17. When you have made your hiring decision you must draft narrative assessments based on the advertised criteria for all of the candidates interviewed and attach it to the Hiring Proposal.

Constructing Clear Candidate Evaluation Criteria

Research on hiring indicates bias is common while reviewers evaluate preliminary candidate applications, during interviews, and make final hiring decisions.[1] Search committees can reduce bias by developing consensus around the criteria by which they will evaluate candidates. This practice ensures that candidates are not unnecessarily screened out during the initial evaluation process or after interviews have been completed. In contrast, when job criteria are not well defined, committee members may unconsciously favor candidates who are similar to themselves or others in the department.[2]

Work on implicit bias shows that adding concrete templates, checklists, or specific criteria to the evaluation of each candidate facilitates fair assessment and reduces bias.[3] The strongest evaluation criteria will:

- Be specific and well understood by all members of the committee
- Be simple, with 4-8 main criteria
- Allow for consistency in application, with reviewers discussing what evidence is needed to meet the criteria
- Take into account the multiple roles (research, service, teaching, mentoring, etc.) of faculty
- Be applied the same way to each candidate

Examples of possible criteria:

- Evidence of/potential for research productivity
- Evidence of/potential for attracting outside funding
- Evidence of/potential for scholarly impact
- Evidence of/potential for teaching/mentoring undergraduate and graduate students
- Evidence of/potential to complement and contribute to department's course offerings
- Demonstrated ability/potential to contribute to the diversity mission of the department/university
- Evidence of/potential for interdisciplinary work

---

[1] Uhlmann, E. L., & Cohen, G. L. (2005). Constructed criteria redefining merit to justify discrimination. *Psychological Science*, *16*(6), 474-480.
Bertrand, M., & Mullainathan, S. (2003). *Are Emily and Greg more employable than Lakisha and Jamal? A field experiment on labor market discrimination* (No. w9873). National Bureau of Economic Research.
Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, *109*(41), 16474-16479.
Steinpreis, R. E., Anders, K.A. & Ritzke, D. (1999) The impact of gender on the review of the curricula vitae of job applicants and tenure candidates: A national empirical study. *Sex Roles, 41*(7/8), 509-527.
[2] Heilman, M. E. (2001). Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. *Journal of Social Issues*, *57*(4), 657-674.
Light, P. (1994). Diversity in the faculty, "not like us": Moving barriers to minority recruitment. *Journal of Policy Analysis and Management, 13*(1), 163-186.
[3] Dovidio, J. F. (2001). On the nature of contemporary prejudice: The third wave. *Journal of Social Issues*, *57*(4), 829-849.
Isaac, C., Lee, B., & Carnes, M. (2009). Interventions that affect gender bias in hiring: a systematic review. *Academic Medicine: Journal of the Association of American Medical Colleges, 84*(10), 1440-1446.

ADVANCE

Applicant Evaluation Tool

(University of Michigan ADVANCE)

The following offers a method for department faculty to provide evaluations of job applicants. It is meant to be a template for departments that they can modify as necessary for their own uses. We suggest language that can be used for either junior faculty (“potential for”) or senior faculty (“evidence of”)

Applicant’s name:

Please indicate which of the following are true for you (check all that apply):

- ☐ Read applicant’s CV
- ☐ Read applicant’s statements (re research, teaching, etc.)
- ☐ Read applicant’s letters of recommendation
- ☐ Read applicant’s scholarship (indicate what): ______________________

Please rate the applicant on each of the following [INSERT CRITERIA]:	excellent	good	neutral	fair	poor	unable to judge

Other comments?