

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

# The Search Process Overview

Office of Diversity, Equity, and Access

August 2017



# Campus Commitment to Diversity in Hiring

[DRIVE](http://diversity.illinois.edu/drive.html) (Diversity Realized at Illinois through Visioning Excellence) faculty committee appointed by Chancellor and Provost to promote diverse faculty hiring (see <http://diversity.illinois.edu/drive.html>)



# Guidance Documents

- University Procedures  
([http://diversity.illinois.edu/NewSearchManual/search\\_guidelines\\_and\\_procedures.pdf](http://diversity.illinois.edu/NewSearchManual/search_guidelines_and_procedures.pdf))
- Equal Employment Opportunity Laws prohibit discrimination  
(<http://diversity.illinois.edu/discrimination-and-harrasment-prevention.html>)
- Affirmative Action Regulations require additional steps  
(<http://diversity.illinois.edu/affirmative-action-plan.html>)
- Internet Applicant Recordkeeping Rule  
(<http://www.dol.gov/ofccp/regs/compliance/faqs/iappfaqs.htm>)
- EEOC Uniform Employee Selection Guidelines  
([http://www.eeoc.gov/policy/docs/qanda\\_clarify\\_procedures.html](http://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html))



# Illinois' Non-Discrimination Statement

Prohibits discrimination based on (<http://diversity.illinois.edu/discrimination-and-harrassment-prevention.html>):

- Race
- Color
- Religion
- Sex
- Pregnancy
- Disability
- National Origin
- Citizenship Status
- Ancestry
- Age
- Order of Protection Status
- Genetic Information
- Marital Status
- Sexual Orientation
- Gender Identity
- Arrest Record Status
- Unfavorable Discharge from the Military
- Status as a Protected Veteran



# Academic Search Process

Academic Search Process is integral to Illinois' commitment to:

- ✓ Equal Employment Opportunity
- ✓ Affirmative Action
- ✓ Diversity



# Equal Employment Opportunity (EEO) versus Affirmative Action (AA)

- EEO
  - Prohibits discrimination based on any prohibited characteristic.
- AA
  - Requires additional proactive measures to ensure equal employment opportunity; these measures require good faith efforts to recruit women, minorities, veterans, and persons with a disability.



# Diversity at Illinois

- Minorities and Women are significantly underrepresented in Faculty and Academic professional positions on campus
- Addressing underrepresentation requires aggressive department and college efforts involving deans, department heads, equal employment opportunity officers, diversity advocates, search chairs, and search committee members
- Knowing who is playing what role is important in the search process



# Compliance and Diversity

Illinois' Affirmative Action Plan (AAP) accomplishes two objectives:

- Demonstrates the University's compliance with its Affirmative Action requirements
- Meets the University's objectives for increasing diversity and inclusivity





# Why does diversity matter?

- *“...June [2014, will be] the completion of what is likely to be the last school year ever which a majority of America’s K-12 public-school students are white.”...*
- *“...as our society diversifies, broadening the circle of opportunity has become a matter not only of equity but also of competitiveness.”...*
- *Today’s minority young people are the nation’s future workers, consumers, and taxpayers. If more of them don’t obtain the education and training to reach the middle class, the U.S. “will be a poorer and less competitive society.” (Rice University sociologist Steven Murdock, former Census Bureau director under George W. Bush)*



# Why does diversity matter?

- A large and growing body of research provides evidence that a diverse student body, faculty, and staff benefits our teaching and research mission by increasing creativity, innovation, and problem-solving
  - Diverse working groups more productive, creative, and innovative (e.g., Herring, 2009)
  - Ideas generated by diverse groups of higher quality (McLeod et al., 1996)
  - Level of critical analysis of decisions and alternatives higher in groups exposed to minority viewpoints (e.g., Sommers et al., 2006; Antonio et al., 2004)



# Office of Diversity, Equity, and Access (ODEA) Role

- Oversight of the Academic Search Process
- Affirmative Action compliance for the University
- Equal Employment Opportunity
  - Investigation of complaints of discrimination or harassment
  - Reasonable Accommodations
- Training and Education



# Equal Employment Opportunity Officer (EEOO) Role

- College/Unit oversight for:
  - Affirmative Action
  - Equal Employment Opportunity
  - Fair and consistent processes, procedures and practices across all departments

EEOO Checklist -

<http://diversity.illinois.edu/SupportingDocs/EEO%20Officer%20Checklist.pdf>



# Diversity Advocate Role

- Help guide the committee to make certain that the search process
  - Is free of bias or stereotyping of applicants in verbal or written communication
  - Ensures that candidates are evaluated fairly
  - Includes a campus visit that provides similar opportunities for each candidate and follows interview procedures which treats all applicants consistently
  - Work to ensure diversity of the applicant pool

Diversity Advocate Checklist -

<http://diversity.illinois.edu/SupportingDocs/Diversity%20Advocate%20Checklist.pdf>



# Hiring Official Role

- Provide charge at first search committee meeting that includes:
  - Introduction of Diversity Advocate
  - Position description
  - Advertisements
  - Vision for position
  - Criteria for selection
  - Time frame
  - Finalist information
  - Documentation

Hiring Official Checklist -

<http://diversity.illinois.edu/SupportingDocs/Hiring%20Official%20Charge%20Checklist.pdf>



# Search Committee Chair Role

- The committee chair is responsible for the overall conduct of the search.
  - Organizing the Committee
  - Serve as liaison between committee and Hiring Official
  - Recruiting, Advertising, and Networking
  - Communicating with Applicants
  - Evaluation Criteria/Selection of Finalists
  - Preparing for the Interviews
  - Conducting Interviews
  - Checking References
  - Completing the Search

Search Chair Checklist -

<http://diversity.illinois.edu/NewSearchManual/Committee%20Chair%20Checklist.pdf>



# Search Committee Member Role

- Search committees serve in an advisory capacity for the identification and selection of candidates, since the ultimate responsibility for hiring rests with the hiring official.
- The search committee member performs a variety of tasks under the direction of the search chair.
- Review the Search Committee Member Checklist - <http://diversity.illinois.edu/SupportingDocs/Committee%20Member%20Checklist.pdf>





# Search Coordinator (Job Contact) Role

- Initiate and process forms
- Coordinate and schedule committee meetings
- Assist applicants during the submission process
- Coordinate candidate interview arrangements and schedule
- Process HR transactions
- Complete search documentation and close the search



# Search Confidentiality

- The University strives to not only avoid conflicts of interest and breaches of confidentiality, but also to avoid even the *appearance* of a conflict
- We hold ourselves to a higher standard



# Confidentiality

- **Confidentiality is critical**
- Maintain confidentiality of all candidate information and deliberations before, during, and after the search
- Extra caution with internal candidates
  - Even if no longer under consideration, candidate cannot be involved in any aspect of search
  - Consider making calendar invites private



# Types of Information

- Some examples of confidential information
  - Identifying information of applicants
  - Applicant documents (resume, CV, cover letter, statement of interest, etc.)
  - Candidate references, letters of reference
  - Deliberation documents
    - Interview questions
    - Evaluation forms
    - Committee member notes
    - Reference check results



# Who might “need to know”?

- Support Staff
  - Scheduling interview
  - Travel arrangements
  - etc.
- Stakeholder groups
  - Other parties who may be involved in evaluation or interviews, such as other staff members in the office
- Hiring Official
  - In general, hiring officials have access to the same information and the similar responsibilities as committee members



# Who might not?

- Friends, family, colleagues not directly involved in the search
- Friends, family, colleagues of any candidate not serving as an official reference for a specific candidate
- Anyone else who does not have a *business need* to access the search documents



# Consequences of Confidentiality Breaches

- Negative repercussions for candidates whose current employer is not aware that they are entertaining other job offers
  - Well qualified candidates may be reluctant to apply for fear that we cannot keep their information confidential
  - Some high profile examples have occurred on our campus in recent history
- Strained relationships for current staff
  - Internal candidates are often very concerned with the confidentiality of the search process
  - Complaints may arise if there is a perceived breach
- Investigations from University Ethics, Office of Diversity, Equity, and Access



# Freedom of Information Act

- Illinois has relatively open document transparency laws
- Documents can be requested by anyone for nearly any reason
- Though there are some restrictions on what is ultimately shared, many documents are not covered by those protections
- Result? Applicants, interested parties, co-workers, etc. can request documents and we may be required to produce them





# Freedom of Information Act

- University Counsel can provide further guidance on FOIA
- University Public Affairs handles most FOIA requests, documents may be requested and provided directly from the unit or from HireTouch



# Conflicts of Interest

- Confidentiality and Conflicts of Interest often go hand-in-hand
- Confidentiality breaches can lead to conflicts and perceived conflicts
- Many complaints our office receives start as confidentiality breaches, but the allegations are most often of conflicts of interest or discrimination of some type



# Examples of Potential Conflicts

- Committee member has an undisclosed current or past relationship with an applicant
  - Relative, spouse, friend, advisee in applicant pool
  - Potential steps to be taken:
    - Notify chair of issue immediately
    - Chair may consult with HR staff, ODEA
  - Potential Remedies:
    - Recusal of committee member
    - Committee member abstains from evaluation of the specific candidate and does not take part in hiring decision of the candidate
    - Others depending on specifics of situation – consult ODEA



# Examples of Potential Conflicts

- Committee member named as a reference for a candidate
  - Steps to be taken:
    - Notify chair of issue immediately
    - Chair may speak with HR staff, consult with ODEA
  - Potential remedies:
    - Ask candidate to provide another reference (if this would not negatively impact candidacy)
    - Committee member provides reference but steps down
    - Committee member provides reference but does not take part in evaluation or hiring decision of the candidate
    - Others depending on specifics of situation – consult ODEA



# Examples of Potential Conflicts

- Unsolicited information provided to committee regarding a candidate
  - Steps to be taken:
    - Notify chair of issue immediately
    - Chair may speak with HR staff, consult with ODEA
  - In general, unsolicited information should not be used unless it is pertinent and verifiable
  - Information not pertinent to the duties, qualifications, or job requirements should never be included in the deliberation of the committee or the hiring official's decision
  - Sharing unsolicited information is strongly discouraged



# Examples of Potential Conflicts

- Current colleague of committee member, hiring official in the applicant pool
  - This is not a conflict by itself, but can become one if not handled carefully
    - Current employees must be treated as any other applicant
    - Confidentiality rules apply – may need to take extra steps to ensure that current employees who are applicants do not have access to privileged information
    - Current employees who are applicants, even if they are no longer in consideration (screened or deemed not-hirable) must never participate in the review or evaluation process of other candidates



# Perceived conflicts result in complaints

- Complaints can turn into:
  - Unofficial investigations
  - Official internal investigations
    - Interviewing all committee members
    - Collecting additional information
  - Inquiries from University Ethics
  - Investigations from external agencies:
    - Illinois Department of Human Rights
    - Office of Civil Rights
    - Equal Employment Opportunity Commission
    - Others



# For a Successfully Inclusive Search...





# Developing the Position Description

- Where appropriate, label qualifications preferred instead of required; use should instead of must
- Whenever possible, be flexible with arbitrary numeric measures, such as years of experience
- Use phrases such as:
  - Experience with a variety of teaching methods and/or curricular perspectives
  - Academic experiences and interests in culturally diverse groups
  - Demonstrated success in working with diverse populations of students
  - Interest in developing/implementing curricula that address multicultural issues



# Forming the Search Committee

- The composition of the search committee is critical to its success
  - The search committee should be diverse
  - Include individuals who have broad perspectives and a commitment to diversity
  - Involve respected and highly visible committee members
    - Sometimes assistant professors feel uncomfortable challenging associate and full professors



# First Search Committee Meeting

- Charge from Hiring Official
  - Expectations of Search Committee – Roles and Responsibilities
  - Defining the Position and Qualifications
- Diversity Advocate
  - Affirmative Action Placement Goal Discussion
  - Recruitment Strategies/Brainstorming
  - Guarding Against Unconscious Bias
- Search Committee Chair
  - Evaluation Criteria for Screening Applicants
  - Decision Making for Interviews
  - Confidentiality
  - Conflicts of Interest



# Strategies for Enhancing the Likelihood of a Successful Search

- Committees must do more than simply issue a position announcement and wait to receive C.V.s
  - Talk with colleagues at other institutions who might nominate potential candidates
  - Encourage colleagues who will be attending professional conferences to recruit for the position
  - Invite an individual on campus for a lecturer series
  - Email position announcements to graduate departments, professional journals, web recruitment boards, and newsgroups
  - Send announcements and request nominations in Historically Black Colleges and Universities, Hispanic, American Indian, and Asian serving institutions



# Strategies to increase diversity of the pool

- Engage local and regional networks of people in related fields to see if they know of potential candidates
- Contact women and minorities who have received significant grants or professional recognition and ask for the names of promising women and minority scholars



# Strategies to increase diversity of the pool

- Survey departments at other institutions to see which of them have strong records in awarding PhDs to underrepresented individuals and contact them for names
- Maintain close contact with graduates of the U of I and encourage them to apply or to contact their students/colleagues
- Ask members of the department to call colleagues at other institutions to see if they know of underrepresented individuals who might be qualified for and interested in the position



# Strategies to increase diversity of the pool

- Review databases for listings of diverse scholars and contact any that might fit the position description (see section 3.4 of [Guidelines and Procedures for Academic Appointments](#))
  - [Diversifying Higher Education Faculty in Illinois \(DFI\) Program Directory](#)
  - [Big Ten Academic Alliance Doctoral Directory](#)
  - [Southern Regional Education Board \(SREB\)](#) (enter email address, [diversity@illinois.edu](mailto:diversity@illinois.edu) and password SUB0114)
- Work with HR staff to mail/email job postings to graduate departments, professional journals/associations, web recruitment boards, electronic newsletters, newsgroups that represent diversity, Historically Black Colleges and Universities (HBCUs) and Hispanic, American Indian, and Asian serving institutions



# Diversity of the Applicant Pool Report

## Diversity of the Pool

Job Post ID Number:  
 Job Org Code:  
 EEO Number:  
 Auto-Generated Code:

Job Title:  
 Department:  
 Job Closing Date: 2/1/2016  
 Data Refresh Date: 3/23/2016

## Summary by Ethnicity

Ethnic Identification	Female	Male	Unknown	Total
Hispanic or Latino	1	1	0	2
Not Hispanic or Latino	21	7	0	28
Unknown	0	0	1	1
<b>Total</b>	<b>22</b>	<b>8</b>	<b>1</b>	<b>31</b>

## Summary by Race (does not include Hispanic or Latino)

Race	Female	Male	Unknown	Total
Asian	2	0	0	2
Black or African American	1	1	0	2
Unknown	0	0	1	1
White	18	6	0	24
<b>Total</b>	<b>21</b>	<b>7</b>	<b>1</b>	<b>29</b>

## Summary by Veteran Status

Status	Female	Male	Unknown	Total
I am not a protected veteran or I choose not to disclose my protected veteran status.	22	8	1	31
<b>Total</b>	<b>22</b>	<b>8</b>	<b>1</b>	<b>31</b>

## Summary by Disability Status

Status	Female	Male	Unknown	Total
I do not wish to answer	3	1	1	5
No, I do not have a disability	16	5	0	21
Yes, I have a disability	3	2	0	5
<b>Total</b>	<b>22</b>	<b>8</b>	<b>1</b>	<b>31</b>





# Diversity of the Finalist Pool Report

## Applicant pool:

Minority	43%
Non Minority	57%
Did Not Answer	0%
Women	70%
Men	30%
Did Not Answer	0%
Protected Veterans	4%
Individuals with Disability	9%

## Finalist pool:

Minority	33%
Non Minority	67%
Did Not Answer	0%
Women	67%
Men	33%
Did Not Answer	0%
Protected Veterans	0%
Individuals with Disability	0%



# Strategies to avoid bias

- Ensure consistent evaluation of all applicants by spending sufficient time reviewing each applicant
- Evaluate each candidate's entire application
  - Avoid depending too heavily on only one element such as letters of recommendation, or the prestige of the degree-granting institution or post-doctoral program
  - Be able to defend every decision for eliminating or advancing a candidate through documentation of decisions
- Ensure careful/fair treatment of all applicants at each stage of the selection process (review, interviews, discussion of finalists)



# Strategies to avoid bias

- Question your judgments and decisions and consider whether unintentional bias may have played a role
  - Are women or minority applicants subject to higher expectations in areas such as number/quality of publications? Name recognition? Personal acquaintance with well-known colleagues?
  - Are applicants who received degrees from institutions other than major research universities being considered? If not, why not?
  - Are achievements/contributions attributed to collaborators despite evidence to the contrary in publications and letters?



# Interviews

- Schedule phone or on-campus interviews
  - Develop a set of core questions to be asked of each candidate.
  - Be sure all interviewers are aware of what questions are inappropriate  
(<http://diversity.illinois.edu/SupportingDocs/Interview%20Questions%20and%20Pre-Employment%20Inquiries.pdf>)
  - Consider who will interview the candidates
  - Determine the interview structure and schedule



# Interview Procedures

- Review Prohibited Interview questions  
(<http://diversity.illinois.edu/SupportingDocs/Interview%20Questions%20and%20Pre-Employment%20Inquiries.pdf>)
- Carefully prepare interview questions
- Hiring unit has discretion to determine if and/or how search committee participates in the interview process.
- Finalists should be asked similar questions and treated similarly
- Justification for hire must be based on qualifications, experience, references, and interview



# Interviews

- Share Useful Information for Candidates
  - Employee Benefits
  - Cultural Events and Resources
  - Child Care
  - Schools
  - Spousal/Partner Hiring and Benefits



# Evaluating the Interviewed Candidates

- Meet with search committee as soon as possible after interviews
- Check references
- Communicate with candidates
- Decide how to proceed if top candidate declines



# Verbal/Written Offers and Hire Date

- Summary Form
  - EEO Officer Approval
    - Verbal/Written Offer
  - Office of Diversity, Equity, and Access Approval
    - Before Hire Date
- Background Check Request Form
  - Submitted for all hires, Illinois HR will determine if check is required
  - Submit after acceptance and before hire date





# What Stages Can Make a Difference? ALL

- Pre-Posting Recruitment at conferences and networking
- Position Description Development
- Position Posting
- Evaluation of CVs
- Critical Review for Gender/Race Bias
- Interview of finalists/Use of TOP
- Offer/Negotiation/Dual Career
- Transition support
- Retention



# Availability Resources

- Affirmative Action Plan Availability
  - Faculty Report
    - Faculty diversity information about peer institutions and affirmative action
    - Recruitment Pool Availability Data
    - Peer Data
    - Placement Goals
    - University of Illinois Head Count



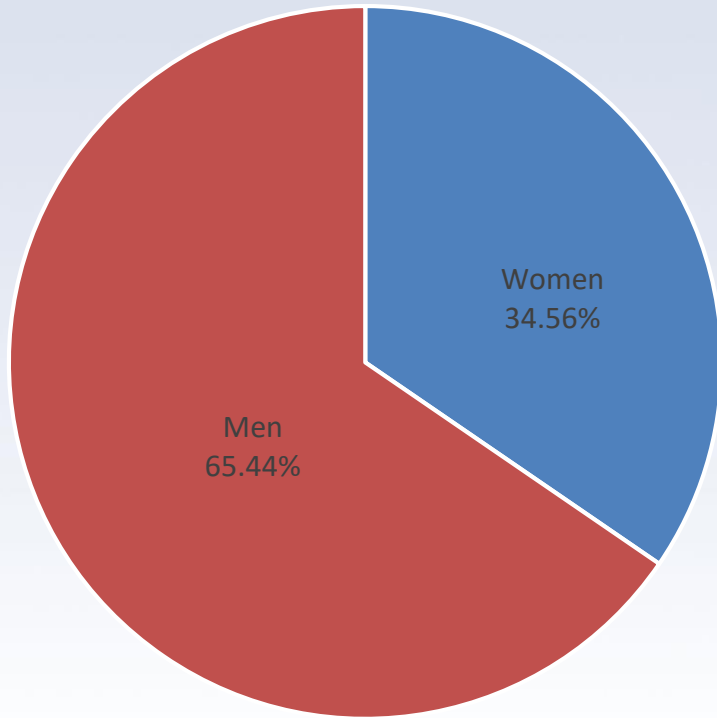
# Availability Resources

- Affirmative Action Plan Availability
  - Academic Professional Executive Summary Report
    - Placement Goals
    - University of Illinois Head Count
    - Previous Calendar Year Head Count



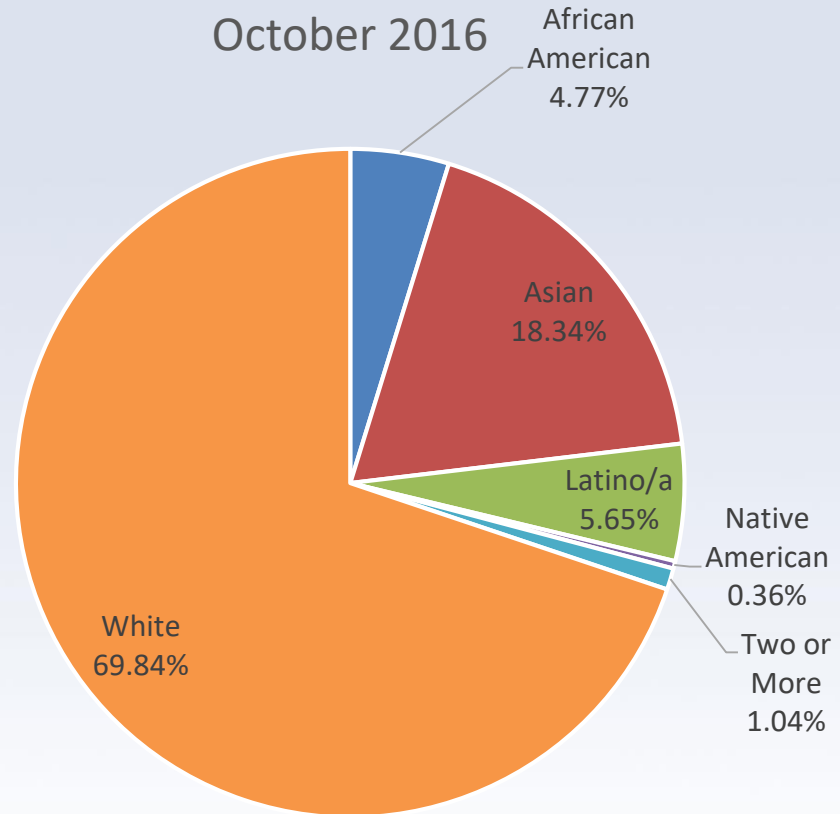
# Tenure System Faculty

October 2016



■ Women ■ Men

October 2016

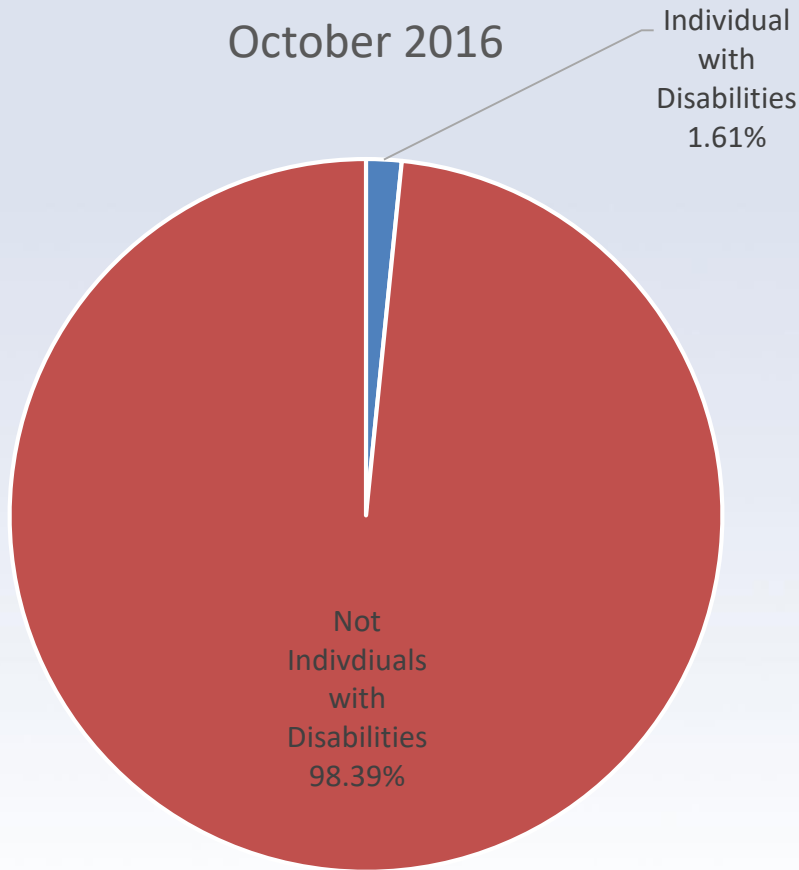


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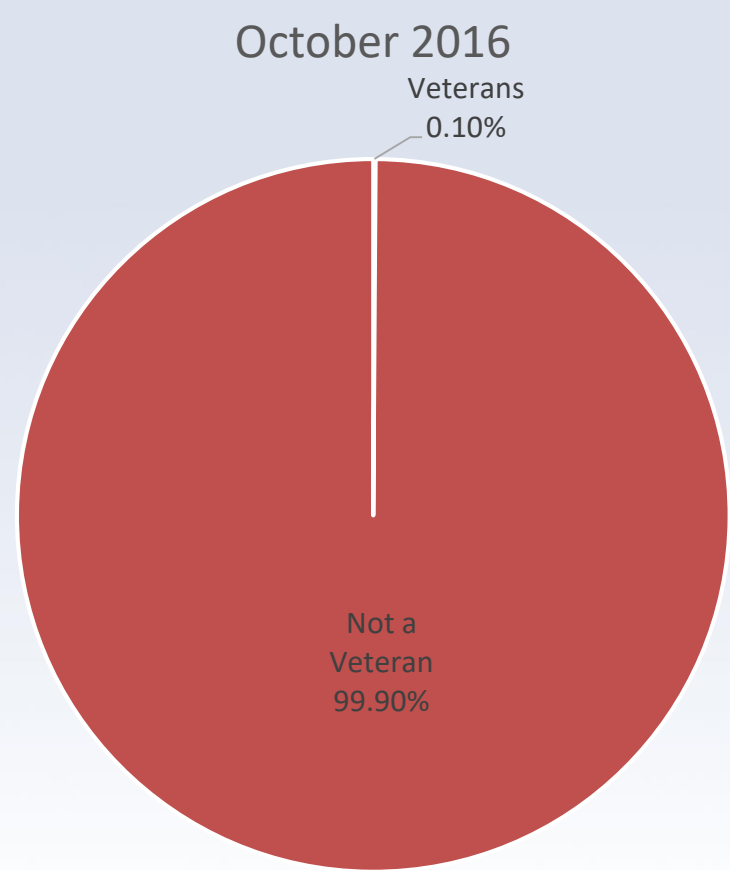


# Tenure System Faculty

October 2016



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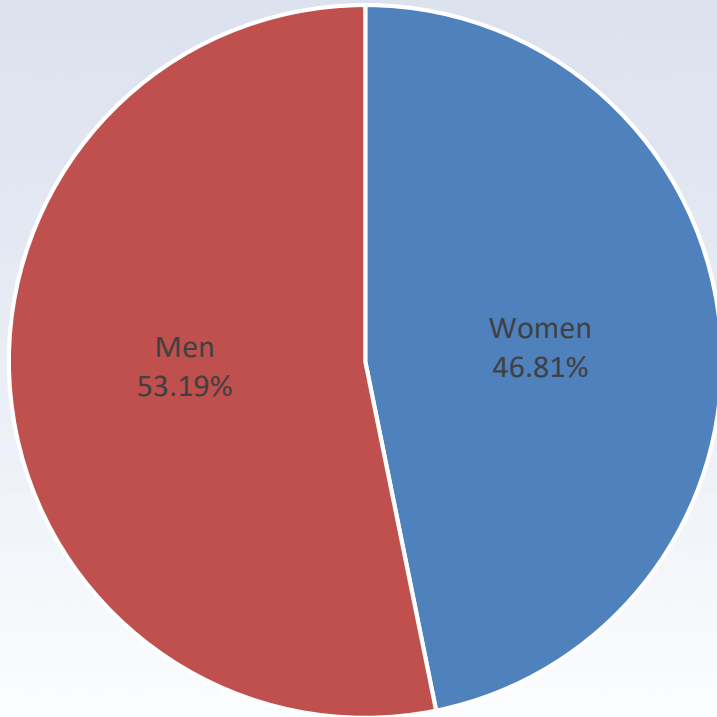
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■ Veterans ■ Not a Veteran



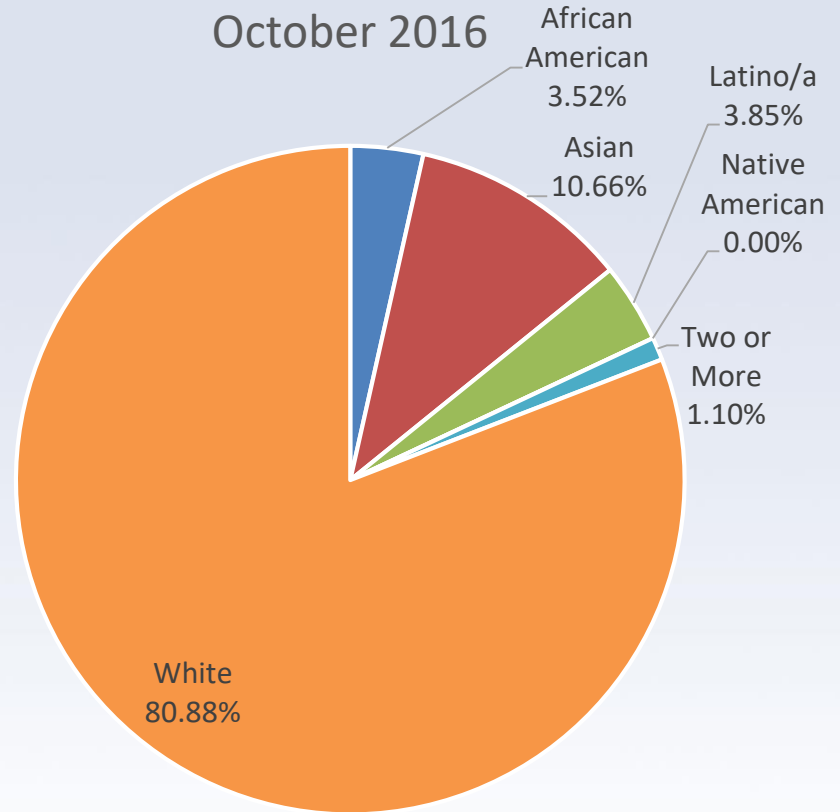
# Specialized Faculty

October 2016



■ Women ■ Men

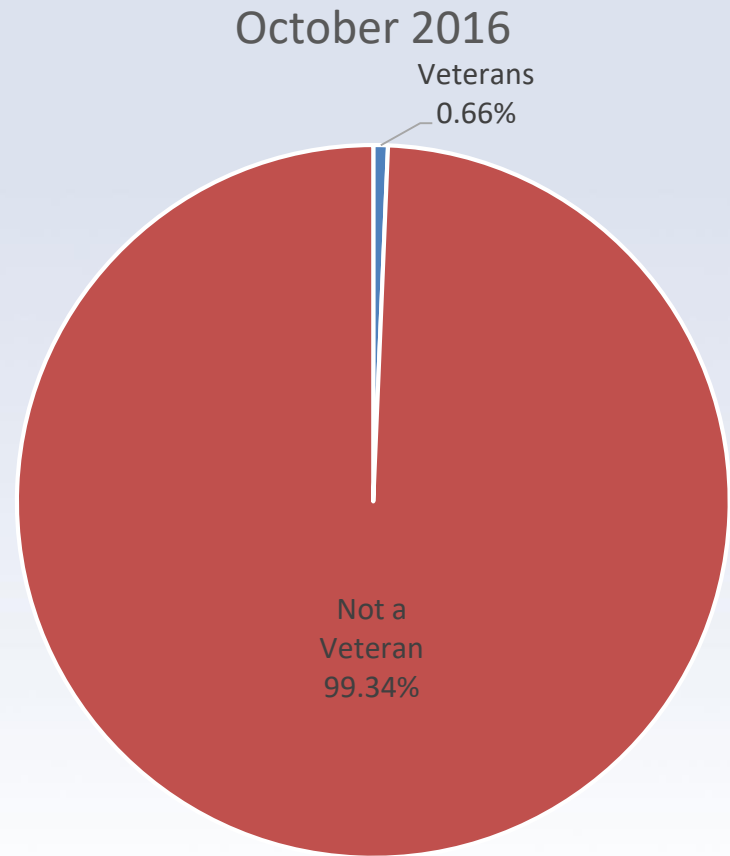
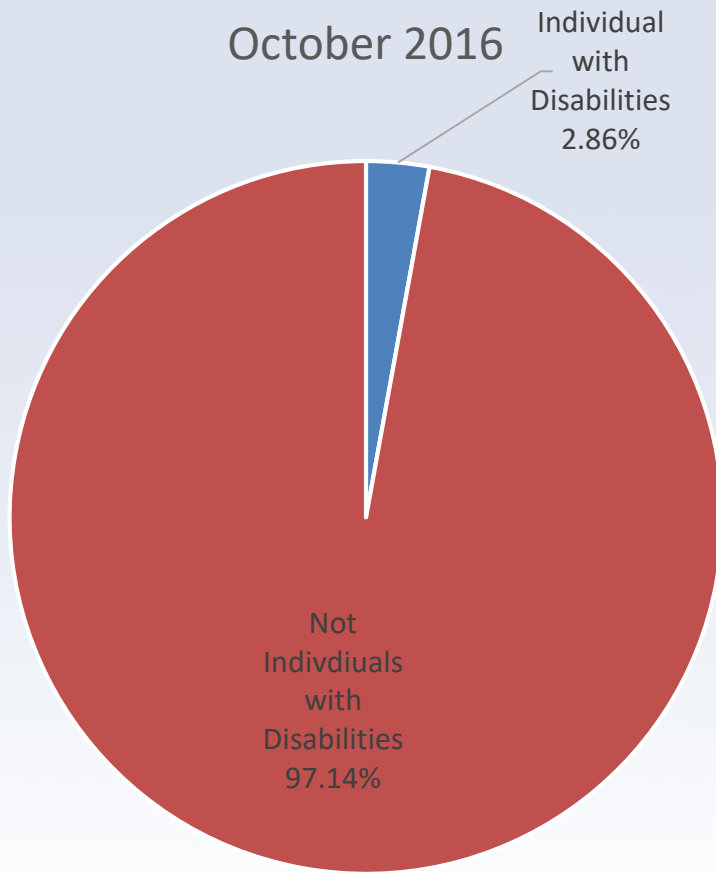
October 2016



■ African American ■ Asian ■ Latino/a  
■ Native American ■ Two or More ■ White



# Specialized Faculty



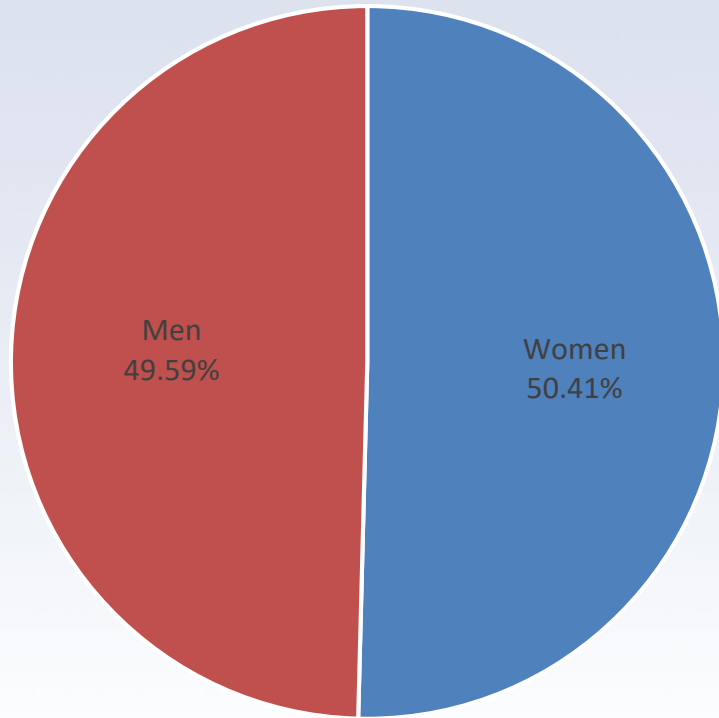
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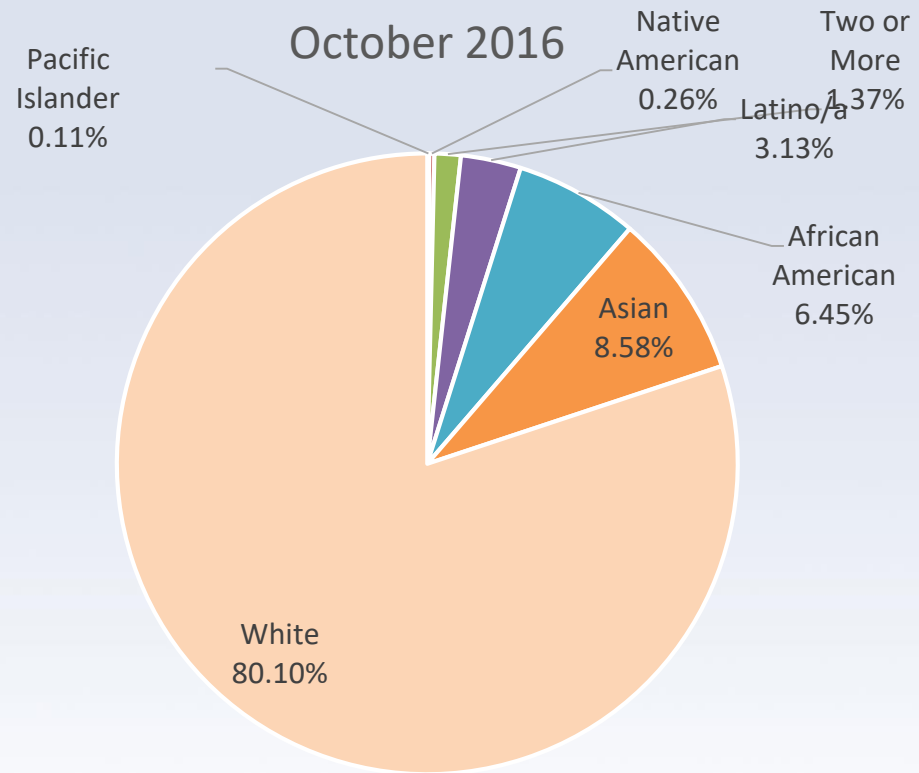
# Academic Professional

October 2016



■ Women ■ Men

October 2016



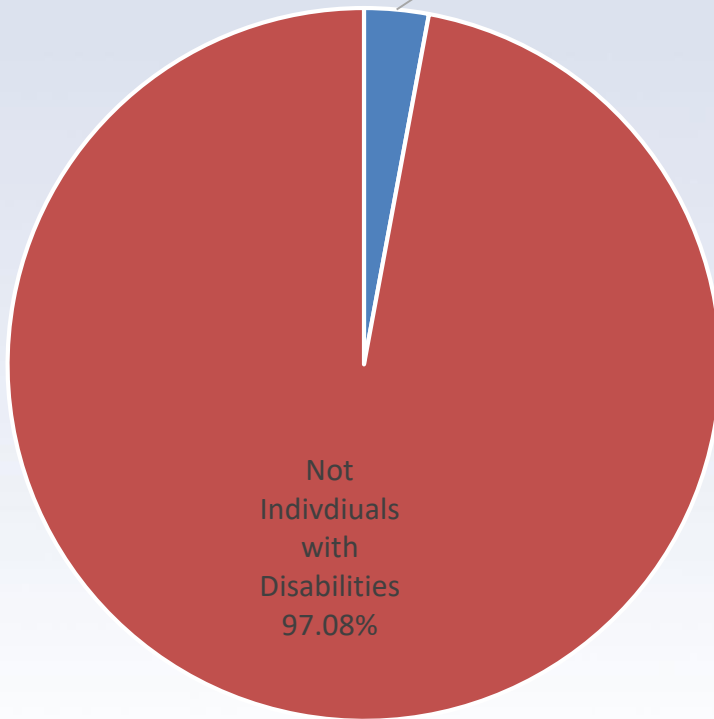
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 ■ Latino/a ■ African American ■ Asian  
 ■ White



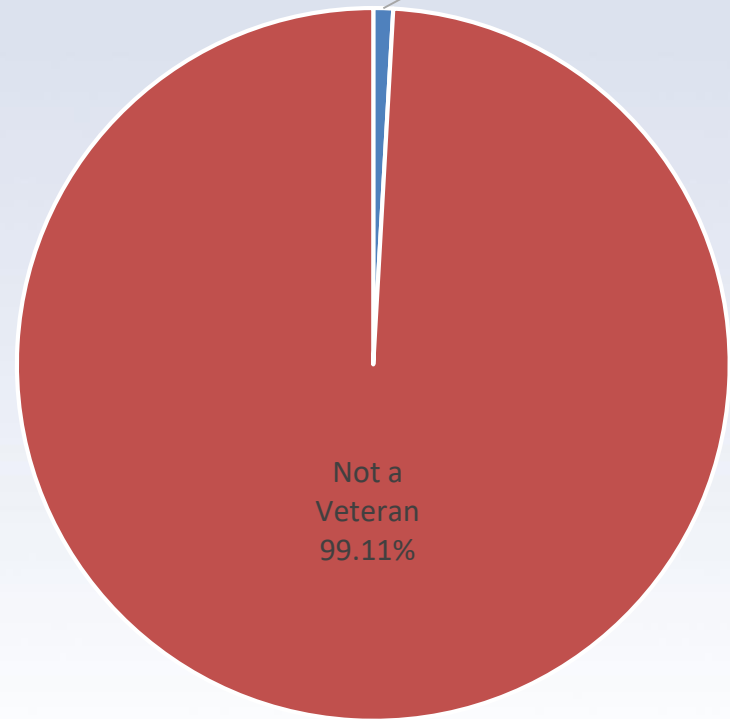


# Academic Professional

October 2016  
Individual with Disabilities  
2.92%



October 2016  
Veterans  
0.89%



■ Individual with Disabilities ■ Not Individuals with Disabilities

■ Veterans ■ Not a Veteran



# Difference Makers

- Specific college-level person targeted with recruitment support
- Question/Review Position Descriptions to be broader
- Conference Attendance
- Interview assistance
- Dual career coordination
- Support Diversity Advocates



# Contact Information

## Office of Diversity, Equity, and Access ([ODEA](#))

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