

# **NEW JERSEY CITY UNIVERSITY**

## **University Hiring Guidelines For Unclassified Employees and Faculty**

**OFFICE OF AFFIRMATIVE ACTION  
2039 KENNEDY BOULEVARD  
HEPBURN HALL, ROOM 306  
JERSEY CITY, NEW JERSEY 07305  
201-200-3075**



Office of the President  
201-200-3111

To: The University Community

From: President Carlos Hernández

Date: September 2006

Re: University Hiring Guidelines for Unclassified Employees and Faculty

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Search committee participation is a valuable service to the University community and integral to the future of New Jersey City University. Participants in this process are responsible for identifying a diverse pool of candidates who will complement and enhance our community while developing professionally within the environment.

In keeping with the University's commitment to diversity and inclusion, the Affirmative Action office is responsible for overseeing the search process for Unclassified Employees and Faculty. The following *Guidelines* include pertinent information to ensure the administration of a successful search. I ask that hiring officials responsible for filling vacancies as well as search committees seek the advice and guidance of the University's Affirmative Action Officer before the announcement of any vacancies, and as needed during the search process. Failure to comply with this directive, or any other departure from the procedures contained herein, may place the search for a given position in jeopardy.

Please direct any questions regarding the *University Hiring Guidelines for Unclassified Employees and Faculty* to the Affirmative Action Officer, located in Hepburn Hall, Room 306, (201) 200-3075.

Thank you for your commitment to promoting the values of our institution and the University's mission throughout the search and selection process.

## **New Jersey City University Equal Employment Opportunity/Affirmative Action Policy Statement**

New Jersey City University is committed to providing equal employment opportunity to all persons, regardless of race, color, creed, national origin, nationality, ancestry, age, sex/gender (including pregnancy), marital status, civil union status, religion, affectional or sexual orientation, domestic partnership status, familial status, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability (except where a particular qualification is specially permitted and is essential to successful job performance).

It is a violation of this policy for any member of the University community to engage in discrimination or to retaliate against a member of the community for raising an allegation of discrimination, filing a complaint alleging discrimination, or for participating in any proceeding to determine whether a violation has occurred.

New Jersey City University is committed to ensuring that all personnel actions including: recruitment, selection, hiring, training, promotion, transfer, facility accessibility, reasonable accommodation, layoff, return from layoff, compensation and fringe benefits, are administered in accordance with this policy.

The University's policy incorporates, as applicable, the nondiscrimination and affirmative action obligations set forth in federal, state and local laws, including, but not limited to: Title VII of the Civil Rights Act of 1964 as amended in 1972, the Civil Rights Act of 1991, Executive Order No. 61, N.J.S.A. 11A:7-1 et seq., and the Americans with Disabilities Act of 1990.

This policy applies to all University employees, who have a responsibility to maintain high standards of honesty, integrity and impartiality in the performance of the University's official business. Employee conduct in violation of these standards will not be tolerated. Sexual harassment (or gender-based) including hostile work environment harassment, quid pro quo harassment, or same-sex harassment is a form of employee conduct that is prohibited.

This Equal Employment Opportunity/Affirmative Action Policy Statement will be available to all employees. All managers, supervisors, and the Equal Employment Opportunity/Affirmative Action Director will be held responsible for the implementation and management of the Affirmative Action Program. Good faith efforts will be made to meet employment and policy goals as adopted.

This policy statement will be made available to employees via posting along with general equal employment opportunity/affirmative action information on bulletin boards in conspicuous locations in the University.

Questions or complaints regarding this policy should be forwarded to: New Jersey City University, Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), Hepburn 306, Jersey City, New Jersey 07305. 201-200-3075 (phone) or 201-200-2051 (fax).

# NEW JERSEY CITY UNIVERSITY HIRING GUIDELINES FOR UNCLASSIFIED EMPLOYEES AND FACULTY

In accordance with federal, state and local laws, the following guidelines have been developed to ensure that the University utilizes personnel procedures that are uniformly and consistently applied, guarantee fair consideration of all applicants, and promote diversity and open competition.

These guidelines apply to the search and hiring process for Unclassified Employees and Faculty at New Jersey City University. For questions regarding the search and hiring process for Classified staff, please consult the Office of Human Resources.

## **I. FILLING AN ADMINISTRATIVE OR FACULTY VACANCY**

Prior to beginning the hiring process the hiring official shall analyze and evaluate the readiness to appoint, utilize, and support the vacancy. This evaluation shall consist of the following:

- What would happen if this position were not filled/refilled?
- Why did this position become vacant? Were there organizational issues?
- Could this be a half-time or part – time position?
- Should there be an interim or acting appointment?
- Are the title, classification, and compensation accurate?
- What unique characteristics did the past incumbent have that are likely not to be replaced?
- Could there be an internal search only?
- Is there sufficient budget to conduct a successful search (advertising, recruiting costs)?
- Is it the right time of year to search for this particular position?
- Is there appropriate space and equipment to fill this position?

Once the decision is made to fill a vacancy, the hiring official is urged to seek advice from the Affirmative Action Officer with respect to University recruitment and selection procedures. The Affirmative Action Officer will serve as an advisor to the hiring official and to the chairperson of the search committee to ensure compliance with University policies and procedures.

## **II. HOW TO INITIATE A SEARCH**

A vacancy may be filled temporarily, using a temporary appointment, or permanently, by using an internal or external search.

### **A. TEMPORARY APPOINTMENT (No Search)**

In the event that a vacancy must be filled without utilizing a search, the appropriate hiring official may approve a temporary appointment. The maximum term of a temporary appointment is determined by the type of position, as illustrated in the table below.

Type of Position	AFT	Managerial
Titles Covered	<ul style="list-style-type: none"> <li>• NJCU Faculty</li> <li>• A. Harry Moore faculty</li> <li>• Librarians</li> <li>• Professional Staff</li> </ul>	All titles not covered by the AFT Agreement
Term of Appointment	Half-year or One year	Determined by need, not to exceed two years
Extension of Appointment?	Yes, in half year or one year increments	Determined by need, not to exceed two years
Third year appointment?	Only if employee is appointed to replace an employee on leave or to fill a grant funded position	Only if employee is appointed to replace an employee on leave or to fill a grant funded position

**To process a temporary appointment, the following paperwork must be submitted to the Office of Affirmative Action:**

- Personnel Requisition Form—with budgetary approval and signed by the appropriate Vice President(s)
- Completed Affirmative Action Hiring Form
- Completed NJCU application
- Job Description
- Resume of Candidate
- Brief statement explaining the need for the Temporary Appointment

Once the paperwork is received and reviewed by the Office of Affirmative Action, it will be returned to the hiring official, and an offer letter will be issued to the candidate. The hiring official will also forward copies of the offer letter and letter of acceptance to the Office of Affirmative Action.

It is the responsibility of the hiring official to advise the candidate for the temporary appointment that the position will be vacated at the end of the term of appointment, that a regular search will be conducted, and that the incumbent may apply for the position with other candidates in the search process.

## **B. PERMANENT APPOINTMENT**

### **1. Internal Search**

Using an internal search procedure, a vacancy is advertised within the University for a minimum of 20 days and is only open to current University employees. An internal search may be utilized when the hiring official determines that there are a sufficient number of candidates at the University, including women and minorities, who meet the minimum qualifications for the position. In the event that an internal search does not yield a viable candidate pool, the Affirmative Action Officer may recommend that the hiring official advertise the position externally.

## 2. External Search

Using an external search procedure, a vacancy may be advertised in a number of publications at the discretion of the hiring official. Any vacancy for which external candidates will be considered will be advertised for a minimum of 25 days.

### III. ADVERTISING VACANCIES

To advertise a vacancy, the following paperwork must be completed and submitted to the Office of Affirmative Action:

- Personnel Requisition Form—with budgetary approval and signed by the appropriate Vice President(s);
- Request to Advertise Form;
- Search Committee Recruiting Efforts Record; and
- Job Description—**electronic and hard copies must be submitted**

Once the information is received by the Office of Affirmative Action, the job description will be reviewed and submitted to an external advertising agency. The external agency will provide price quotes for advertising in the publications requested by the hiring unit. The Office of Human Resources routinely places advertisements in the following publications:

*The Star Ledger*  
*The New York Times*  
*Hispanic Outlook*  
*Diverse Issues in Higher Education*  
*The Chronicle of Higher Education*  
*Higheredjobs.com*  
*AcademicCareersOnline.com*

A department that wishes to advertise in a publication not listed above may require budget approval before an ad will be placed.

All positions are also advertised on the NJCU website.

**No advertisement will be placed by the external advertising agency until it is approved by the appropriate hiring unit/hiring official.**

The central University budget is responsible for costs associated with advertising **Faculty vacancies**.

The costs associated with advertising **all other vacancies** will be covered by the hiring unit and/or hiring official.

## IV. USING SEARCH COMMITTEES

Search committees participate in every phase of the recruitment and selection procedure, including: developing criteria to evaluate applicants, interviewing candidates using agreed upon interview questions, and documenting the weight of candidates' experience and qualifications. The role of the search committee shall be advisory and the final authority to select new employees shall belong to the hiring official.

Unless the appointment is **temporary**, it is University policy to use a Search Committee for:

- Any full-time Unclassified appointment with a salary at Range 18 or above<sup>1</sup>
- All Faculty appointments

In searches for other administrative and staff positions, the hiring official will determine if the use of a search committee is appropriate. In making this decision, the following factors are to be considered:

- a. Responsibility of the position;
- b. Amount of supervision required for the position
- c. The amount of supervision that the incumbent will exercise over subordinates;
- d. The amount of coordination with other departments, outside agencies, community organizations, etc; and
- e. The desirability for several opinions participating in the search

If a search committee is not used, established hiring guidelines must be followed in the search process. The hiring official must consult with the Affirmative Action Officer for guidance when not utilizing a search committee.

### Responsibilities of Hiring Official When Using a Search Committee

- Appoint members of search committee. Generally consisting of 5-9 members, search committees may include members of the faculty, administration, and alumni. If changes are made in the composition of the search committee, the hiring official and/or the chair of the committee must notify the Affirmative Action Officer.
- Assist with recruitment of qualified candidates. This can be accomplished by sharing the job announcement with prospective candidates before the close of the search;
- Charge the search committee. The hiring official should indicate, without ambiguity, the committee's task, deadline, budget for travel if appropriate, and the type of candidate that the hiring official wishes to attract.
- Ensure that committee membership reflects the diversity of the University community. Factors to be considered include diversity of gender, race, discipline/department.
- Ensure that all candidates complete an NJCU application prior to an interview as part of the search and hiring process.
- Ensure that there are no conflicts of interest on the search committee
- Prepare and send:
  - Acknowledgment letter and Voluntary Self-ID Form to each applicant<sup>2</sup>

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<sup>1</sup> Search Committees for all Deans will be elected by the University Senate

<sup>2</sup> The Voluntary Self ID Form will be sent to the Hiring Official at the beginning of the search.

- Letter to applicants whose resumes were received beyond the published deadline
- Letter to unsuccessful interviewees that the position has been filled, prior to a public announcement<sup>3</sup>.

**Note: A copy of each letter attached to a list of recipients must be included in the search file.**

- Complete and submit the Affirmative Action Hiring Form to the Office of Affirmative Action for review and signature **prior to** making an offer to the proposed finalist; and
- Maintain all records of the search process in a secure location for three years.

### **Responsibilities of the Search Committee Chair**

- Notify Affirmative Action Officer of any changes in composition of search committee;
- Convene and chair committee meetings;
- Duplicate and distribute application materials, job description to committee members;
- Distribute the *University Hiring Guidelines for Unclassified Employees and Faculty* to each committee member.
- Assign telephone calls to referees to search committee members;
- When necessary, arrange conference calls between committee members and proposed interviewees;
- When necessary, arrange travel and accommodations for interviewee(s);
- Schedule interviews;
- Ensure that all candidates, who are scheduled for an interview, complete an NJCU application prior to the candidate's interview and checking references;
- Maintain the original NJCU application for all candidates with the search file;
- Ensure that proper records and meeting minutes are kept; and
- All duties of regular committee member

### **Responsibilities of Search Committee Members**

- Assist with recruitment of qualified candidates. This can be accomplished by sharing the job announcement with prospective candidates before the close of the search;
- Attend all scheduled meetings;
- Review all materials;
- Screen applicants;
- Participate in the interview process;
- Ensure that all candidates, who are scheduled for an interview, complete an NJCU application prior to the interview and checking references;
- Check references;
- Maintain confidentiality throughout search process; and
- Other duties as assigned by chairperson

### **Role of Affirmative Action Officer**

- Ensure strict compliance with University Hiring Guidelines and principles of affirmative action/equal employment opportunity;
- Provide technical assistance to hiring officials and search committees regarding search and employment procedures;
- Provide guidance to hiring officials and search committees on special circumstances that may arise during search process;

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<sup>3</sup> Sample letters are included in the Appendix.

- Ensure that the original NJCU application is forwarded to Human Resources and a copy of the candidate's application is included in the search file;
- Assist the hiring official with forming the search committee, if necessary;
- Review each search, **prior to the offer of employment**, to ensure that the final candidate meets or exceeds the advertised qualifications/experience, and that the search was conducted in accordance with established guidelines; and
- At any time during the search process, be available to meet with any member of the search committee and/or the hiring official to address questions or concerns.

## **OTHER CONSIDERATIONS FOR SEARCH COMMITTEES**

### **Conflict of Interest**

A conflict of interest may exist where a committee member knows an external candidate. Should this happen, the committee member must immediately disclose his/her relationship with candidate to the committee, and the chair of the search committee must consult the Affirmative Action Officer to determine whether the committee member will be able to continue to participate in the search.

### **Maintaining Confidentiality during the Search Process**

The search process is strictly confidential, and particularities of a search may not be discussed with people who are not on the search committee. The possibility that a candidate may have a valid basis to challenge a search is greater when the workings of search committees are discussed outside of the committee. Therefore, **do not discuss** specifics about searches, such as who has applied, who is being considered, where the candidates have attended school or worked with persons outside of the committee. Failure to maintain complete confidentiality in the search process may result in termination of the search.

### **Participation**

Each member of a search committee is considered to be a full member, and as such, each is expected to participate completely in the search process, including, but not limited to: reviewing applications, deciding on interview questions, participating in interviews and final deliberations. There are no ex-officio or non-voting committee members. It is critical that all committee members are present for all meetings. If a problem with member participation arises, the chair of the search committee must consult with the Affirmative Action Officer.

### **Record Keeping**

One member of the committee must be responsible for record keeping during the search. Records that should be kept include: minutes of all committee meetings, comments about candidates, interview questions, deliberations, and final recommendations of the committee. It is critical that clear and concise notes are kept as part of the search file, and transmitted to the hiring official and to Affirmative Action once final candidates are recommended to the hiring official.

## **V. INTERVIEWS**

### **Interview Questions**

The search committee should develop a series of questions for candidates. Generally, all questions should be related to the knowledge, skills and abilities necessary to perform the duties of the position. Questions about basic workplace competencies are also appropriate, as are questions about work ethic, decision making, problem-solving and interpersonal relations that indicate a person's professional character. While all candidates must be asked the same questions, they do not have to be asked in the same order, and follow up questions will likely vary from candidate to candidate. Examples of interview questions are included in the Appendix.

Committee members may not ask questions based on race, religion, gender, marital status, national origin, or other questions that are irrelevant to the position. The Office of Affirmative Action will provide each search committee with a list of prohibited questions at the beginning of each search.

### **Welcome Package for Candidates**

Once the interview is scheduled, candidates should be sent information about New Jersey City University, including:

- Campus Map/Directions;
- Complete position description;
- University catalog;
- Department/Division information, newsletter, etc;
- History of NJCU; and
- NJCU Employment Application--candidates should be asked to complete the employment application prior to the interview.

### **Evaluating the Candidate's Interview Responses**

A candidate may be evaluated on the responses given in the interview, and, where appropriate, feedback may be considered from individuals with whom the candidate met on campus. Committee members should submit their analysis of each candidate, based upon unanimously agreed upon search criteria, to the chair at the conclusion of each interview. The chair is responsible for submitting this information to the hiring official as part of the search file at the conclusion of the search.

## **VI. CONTACTING REFERENCES**

References may not be contacted without first obtaining permission from the candidate. In addition to receiving names and contact information for references from the candidate, please ensure that a completed NJCU Employment Application is included in the search file for each candidate who was interviewed and/or for whom references were contacted. A Telephone Reference Form is included in the Appendix, which provides a format that can be used when speaking with a referee.

## **APPENDIX**

1. Personnel Requisition Form
2. Request to Advertise
3. Search Committee Recruiting Efforts Record
4. Sample Acknowledgment Letter
5. Sample Letter for Late CV/Resume
6. Sample Letter Confirming Interview
7. Sample Interview Questions
8. Sample-General Rejection Letter
9. Affirmative Action Hiring Form
10. Sample Telephone Reference Form
11. Frequently Asked Questions About the Hiring Process



**NEW JERSEY CITY UNIVERSITY  
REQUEST TO ADVERTISE**

Regular Search \_\_\_\_\_ (Minimum 25 day advertising period)

Internal Search \_\_\_\_\_ (Attach letter of justification. Minimum 20 day advertising period)

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Position: \_\_\_\_\_ Department/Hiring Unit \_\_\_\_\_

Chair of Search Committee: \_\_\_\_\_

Members of Search Committee:

<u>Name</u>	<u>Department</u>
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_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**ATTACH A SPECIFIC JOB DESCRIPTION TO THIS FORM, INCLUDING RESPONSIBILITIES OF POSITION, MINIMUM QUALIFICATIONS, CONTACT INFORMATION FOR APPLICANTS, AND CUT-OFF DATE FOR APPLICATIONS**

SUGGESTED PUBLICATIONS (Please list newspapers/professional organizations/ internet sites in which you would like to have the ad placed. Budget approval may be required before an ad will be placed.)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

APPROVALS

President/Vice President \_\_\_\_\_ Date \_\_\_\_\_

Affirmative Action Officer \_\_\_\_\_ Date \_\_\_\_\_

**Return this form to the Office of Affirmative Action with the Search Committee Recruiting Efforts Record and the Personnel Requisition Form.**

**NEW JERSEY CITY UNIVERSITY  
SEARCH COMMITTEE RECRUITING EFFORTS RECORD**

New Jersey City University's affirmative action recruitment efforts reflect our goal to recruit and employ a diverse workforce that represents the area where NJCU is located and the population that we serve. The search procedure provides an opportunity for the search committee to actively participate in creating a pool of qualified applicants. Please use this form to articulate the efforts that the committee will take to ensure that a diverse applicant pool is created.

**Failure to submit this form along with the Request to Advertise and the Personnel Requisition Form may delay the search process.**

Position: \_\_\_\_\_ Department/Hiring Unit \_\_\_\_\_

Chair of Search Committee: \_\_\_\_\_ Date \_\_\_\_\_

a) Professional organizations the committee has contacted/will contact:

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b) Minority professional organizations the committee has contacted/will contact:

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c) Individuals whom the committee has contacted/will contact:

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d) Internet resources the committee is using to fill the vacancy:

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## SAMPLE ACKNOWLEDGMENT LETTER

Date

[Name of applicant]  
[Street Address]  
[City, State, Zip Code]

Dear [Mr. /Ms.]:

This letter will acknowledge receipt of your application for a position with New Jersey City University.

In an effort to enhance our affirmative action efforts, please complete the enclosed Voluntary Self ID Form, which will be returned directly to the Affirmative Action Office and used for affirmative action purposes only. Your decision whether to participate in the voluntary self-identification process will not adversely affect your application or employment status.

New Jersey City University provides reasonable accommodations for persons with disabilities. If you need information, please contact the Office of Human Resources at 201-200-2335.

Your application will be given careful consideration and you will be informed of the decision concerning your candidacy as quickly as possible. Thank you for your interest in New Jersey City University.

Sincerely,

[Name of Hiring Official]

enclosure

## SAMPLE LETTER FOR LATE CV/RESUME

Date

[Name of Applicant]  
[Street Address]  
[City, State Zip Code]

Dear [Mr./Ms.]:

This will acknowledge receipt of your resume for the position of [title of position]. Unfortunately it could not be considered as part of the applicant pool. In accordance with University policy, applications cannot be included in the applicant pool if postmarked after the vacancy announcement's deadline date.

We appreciate your interest in New Jersey City University. Please watch our website at [www.njcu.edu](http://www.njcu.edu) for future vacancy announcements.

Sincerely,

[Name of Hiring Official]

## SAMPLE LETTER CONFIRMING INTERVIEW

Date

Name

Address

City, State Zip

Dear \_\_\_\_\_:

Thank you for your interest in New Jersey City University! You are scheduled to interview for the position of \_\_\_\_\_ on (date) at (time). The interview will be held in (location).

Enclosed you will find helpful information about the University, including:

- Campus map;
- Directions;
- Parking information;
- History of NJCU;
- Department/Division Information;

I have also included a University employment application, which you should complete and bring with you to the interview.

Thank you again for your interest in New Jersey City University and I look forward to meeting you on (date)

Sincerely,

Chair, Search Committee

## SAMPLE INTERVIEW QUESTIONS

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4. How does this position fit into your overall career goals?
5. Describe the duties of your current job.
6. What do you dislike most about your current job?
7. What is your favorite part of your current job and why is it your favorite part?
8. What are the three college courses that best prepared you for your current job?
9. What is the best method of creating a \_\_\_\_\_? (a relevant product)
10. What qualities or experiences make you the best candidate for this position?
11. Describe two or three major trends in your profession today.
12. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
13. Describe a situation in which you did “all the right things” and were still unsuccessful. What did you learn from the experience?
14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
15. Why did you choose this profession/field?
16. What new skills have you learned over the past year?
17. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
19. Describe the best boss and the worse you have ever had.

20. Describe your ideal job.
21. What would your coworkers or your supervisor say about you?
22. Can you describe how you go about solving problems? Please give us some examples.
23. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
24. What new programs or services would you start if offered the position?
25. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
26. Tell us how you would learn your new job in the absence of a formal training program.
27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
28. Think about a coworker from the present or past whom you admire. Why?
29. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
30. Can you share with us your ideas about professional development?
31. Describe some basic steps that you would take in implementing a new program?
32. Please discuss one or two of your proudest professional accomplishments.
33. Do you have any knowledge of the unique role of a \_\_\_\_\_? ( two-year college/liberal arts college /research university)
34. How do you feel about diversity in the work-place? Give us some examples of your efforts to promote diversity.
35. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
36. Please tell us what you think are the most important elements of a good\_\_\_\_\_. (service, activity, product, class, etc.)
37. Describe your volunteer experiences in community-based organizations.
38. What professional associations do you belong to and how involved in them are you?
39. What experiences or skills will help you manage projects?
40. What experience or skills will help you manage projects?

41. Tell us how you would use technology in your day-to-day job.
42. In what professional development activities have you been involved over the past few years?
43. What volunteer or social activities have helped you develop professional skills?
44. What things have you done on your own initiative to help you prepare for your next job?
45. Do you have any concern that would make you have reservations about accepting this position if it is offered to you?
46. What do you think most uniquely qualifies you for this position?
47. Do you have any additional informational information that you would like to share?
48. Do you have any questions for us?

## SAMPLE INTERVIEW QUESTIONS FOR FACULTY

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty member be split and into what areas?
7. What changes have you brought to the teaching of \_\_\_\_\_?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where would this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved over the past few years?
16. What pedagogical changes do you see on the horizon in your discipline?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less-motivated or under-prepared student or under-prepared student?
19. Have you involved your students in your research?
20. What are your current research interests?
21. What are the most recent book and article that you've read?

## SAMPLE REJECTION LETTER

Date

[Name of Applicant]  
[Street Address]  
[City, State Zip Code]

Dear [Mr./Ms./Dr.]:

Thank you for your application for the position of [title of the position] at New Jersey City University.

The Search Committee has identified the group of final candidates whose qualifications and experience best match the unique needs of this position and the University at this time. I regret to inform you that your application is no longer under consideration. We thank you for your interest in New Jersey City University, and wish you success in your future career.

Sincerely

[Name of Hiring Official]

## NEW JERSEY CITY UNIVERSITY AFFIRMATIVE ACTION HIRING FORM

New Jersey City University's affirmative action recruitment efforts reflect our goal to recruit and employ a diverse workforce that represents the area where NJCU is located and the population that we serve.

**No offer of employment can be made until the Affirmative Action Officer has signed this form.**

POSITION: \_\_\_\_\_ Department/Hiring Unit \_\_\_\_\_

Number of applications received: \_\_\_\_\_ **PLEASE ATTACH ALL APPLICATIONS RECEIVED.**

Candidates recommended for the position: \_\_\_\_\_ Candidates Interviewed (attach additional sheet if necessary)

Name	Name	Date of Interview
1. _____	1. _____	_____
2. _____	2. _____	_____
3. _____	3. _____	_____
	4. _____	_____
	5. _____	_____
	6. _____	_____

Was a Search Committee utilized in this search? Yes \_\_\_ No \_\_\_

**If no, please attach a letter of explanation.**

I certify that the information provided on this form is accurate. The candidates recommended are individuals who, in my judgment, most closely satisfy the requirements for this position. **No offer of employment has been made to fill this vacancy.**

\_\_\_\_\_  
Hiring Official \_\_\_\_\_  
Date

Please forward the completed form to the Affirmative Action Officer and attach **all** applications received. The resumes of candidates interviewed will be kept on file in the Office of Affirmative Action. The remaining resumes will be returned to the office of the hiring official. Applicants' resumes must be retained for three (3) years (Record Retention Schedule for State Agencies, 1991).

The recruitment and interview process for this position were in compliance with the University's hiring guidelines.

\_\_\_\_\_  
Affirmative Action Officer \_\_\_\_\_  
Date

After the search has closed, please send a copy of the offer letter to the successful candidate, as well as a copy of the candidate's response to the Affirmative Action Officer.

Sample--Telephone Reference Form

**A COMPLETED NJCU EMPLOYMENT APPLICATION MUST BE ATTACHED TO THIS FORM BEFORE REFERENCES ARE CHECKED.**

When possible, ask the referee to send a follow up email or letter confirming the conversation. A hard copy of the letter/email should be attached to this form and included as part of the search file.

Position: \_\_\_\_\_

Candidate's Name \_\_\_\_\_

Contact Name/Title \_\_\_\_\_

Phone \_\_\_\_\_

Company Name \_\_\_\_\_

Identify yourself, your institution, reason for calling, and the position for which the candidate is applying.

Relationship to Candidate \_\_\_\_\_

Years Known \_\_\_\_\_

Did you have the opportunity to observe \_\_\_\_\_ is his/her position as:

\_\_\_\_\_?

How would you describe his/her performance in the position?

\_\_\_\_\_

Please describe \_\_\_\_\_'s work ethic in the context of tardiness, absenteeism, attitude, abuse of sick or vacation time, dependability, trustworthiness, or completion of assigned tasks

In what sort of environment do you believe that \_\_\_\_\_ would work best?

Would you hesitate to re-employ or work with \_\_\_\_\_ again if you had the

opportunity? \_\_\_\_\_

Other information \_\_\_\_\_

\_\_\_\_\_

Signature of Interviewer \_\_\_\_\_ Date \_\_\_\_\_

## FREQUENTLY ASKED QUESTIONS ABOUT THE HIRING PROCESS

- Q. When can a search committee begin to screen applicants?
- A. Resumes of candidates may be reviewed at any time once they are received. However, no contact may be made with candidates until after the deadline for receipt of applications.
- Q. Who is the hiring official, and what is their role in the search process?
- A. The hiring official is either the President or a Vice President. In their charge to the search committee, the hiring official should provide clear instructions to the committee regarding expectations of the search, particular information regarding the qualities they would like to see in a candidate, and any additional information that would be relevant to the committee. Once interviews have been completed, the committee will recommend candidates to the hiring official, who may choose to offer a final interview to the recommended candidate(s). The hiring official has the final authority to select new employees.
- Q. What happens if the hiring official is not satisfied with the recommended finalists?
- A. If the hiring official is not satisfied with the recommended finalists, s/he may ask the search committee to consider additional candidates in the pool; the hiring official may not go outside of the pool to fill the vacancy. In the event that a suitable candidate is not found, the hiring official must consult with the Affirmative Action Officer before further action is taken.
- Q. Is a Department Chair, Director or supervisor allowed to serve on a search committee?
- A. Yes, a Department Chair, Director or supervisor may serve on a search committee, at the discretion of the hiring official.
- Q. What travel costs are paid on behalf of out-of-town candidates, and who pays for them?
- A. Search committees must consult with the appropriate hiring official to determine what funds are available for travel costs for out-of-town candidates.
- Q. How can search committees or hiring officials actively recruit candidates? Would this be a conflict of interest?
- A. One way to actively recruit is to send a job announcement to a prospective candidate; doing so enhances the University's recruiting efforts. Although there is not an automatic conflict of interest if a committee member knows a candidate, the Affirmative Action Officer must be consulted if the situation arises.
- Q. How is the hiring process different if a candidate is located through a search firm?
- A. University hiring guidelines must be adhered to for every appointment, regardless of the use or non-use of a search firm. For additional information, please consult the *University Guidelines for Using Search Firms*.